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1983-84 AMS OFFICE SALARIES DIRECTORY for the United States & Canada

18 Clerical Positions
2 Word Processing Positions

117 Cities
5,217 Companies
357,669 Employees

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Map of AMS Chapters in United States and Canada

Administrative Management Society
2360 Maryland Road, Willow Grove, PA 19090
215-659-4300

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AMS
37th Annual
Office Salaries Directory

Salary and Benefit Information
for office employees
in the
United States and Canada

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ADMINISTRATIVE MANAGEMENT SOCIETY
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AMS Management Information Committee

Objectives:
To provide up-to-date information on various aspects of management through survey activities and to disseminate this data through appropriate society committees and members; and to make this information available to other professional organizations, managers and educators.

The AMS salary survey data shall reveal trends and the going job rate for comparable jobs in the business community. This does not include starting hire rates or salary ranges.

Chairperson:
Richard C. Thornton
RTI, Management Consultant
379 Hancock Road
Warminster, PA 18974
(Philadelphia Chapter)

Co-Chairperson:
George Weber
Deloitte, Haskins & Sells
1114 Ave. of the Americas
New York, NY 10036
(New York Chapter)

Louise Beebe-Thornton
McNeil Pharmaceutical Co.
Spring House, PA 19477
(Philadelphia Chapter)

Deborah Bianco
Deloitte, Haskins & Sells
1114 Avenue of the Americas
New York, NY 10036
(New York Chapter)

E. Jane Colborn
Bituminous Coal Research, Inc.
350 Hochberg Road
Monroeville, PA 15146
(Pittsburgh Chapter)

Charles N. Creamer
IBM Canada, Ltd.
245 Consumers - DT058
Willowdale, ON M2J 1S2
(Toronto Chapter)

Kenneth L. Kessler
Blue Cross of Greater Philadelphia
1333 Chestnut Street
Philadelphia, PA 19107
(Philadelphia Chapter)

Robert Paynter, C.A.M.
The Coca-Cola Co.
P.O. Drawer 1734
Atlanta, GA 30301
(Atlanta Chapter)

Dr. Edward G. Thomas, C.A.M.
Cleveland State University, UC-574
Cleveland, OH 44115
(Cleveland Chapter)

AMS STAFF
Manager of Surveys
Doris M. Graff-Latham

INTRODUCTION

The AMS Management Information Committee is pleased to present the results of the 37th annual salary survey of office employees. This survey is made possible through the cooperation of the vast network of AMS chapters throughout the United States and Canada.

Input has been provided by AMS member and non-member companies in the areas of local AMS chapters. All major cities are represented.

The findings give salary and benefit information for twenty key "benchmark" positions considered to be the most common for all types and sizes of companies. The jobs surveyed include 18 clerical and two word processing positions.

The Directory reports weekly salary data in effect on January 14, 1983. The survey covers 357,669 office employees in 5,217 companies in 117 cities in North America.

For each job the data includes the weighted average of weekly salaries paid, number of employees reported, number of companies reporting and the three quartile rates – first, third and median.

The quartile rates are a good indication of frequency distribution in the upper and lower range of salaries. See the "Guide to Use of Survey Data" for details on the development of these figures.

Corollary information highlights latest trends in company policies on hours of work, paid vacations, holidays and unionization. Data outlines benefits provided to employees and company policies in payment of group life insurance, major medical plans, hospitalization, long term disability, dental insurance and optical care.

This Directory is sent without charge to all AMS members and to participating non-member companies.

All AMS chapters that participated in this survey are provided with detailed salary and benefit information for publication of a local salary report. In many chapters these local reports are available and include salary information by type of business.

We welcome your comments regarding the format of this survey, the positions included, and other suggestions that will make the Directory a more effective management tool for determining fair, competitive salaries, personnel policies and benefits for your employees.

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Canton, OH 27
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Cleveland, OH 28
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Concord, NH 23
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Denver, CO 37
Des Moines, IA 30
Duluth, MN 30
Edmonton, AB 22
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Fargo-Moorhead, ND 30
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Greater Knoxville, TN 33
Greater Orlando, FL 34
Greensboro, NC 34
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Victoria, BC 23
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1 Kitchener, ON
2 Norfolk, Virginia Beach, VA
3 Newark, East Orange, Summit, Clifton, Elizabeth, Morristown, NJ
4 Norristown, Ambler, King of Prussia, Harleysville, Langhorne, PA
5 Davenport, IA; Moline, E. Moline, Rock Island, IL
6 Raleigh, Durham, Henderson, NC
7 Austin, Albert Lea, Rochester, MN
8 Stamford, Old Greenwich, Wilton, Danbury, Darien, CT
9 St. Charles, Owatonna, Mankato, MN
10 Binghamton, Endicott, Vestal, NY
11 Grand Rapids, Big Rapids, Wyoming, Muskegon, Zeeland, MI

Guide To Use of Survey Data

FOR YOUR INFORMATION

This survey presents weekly salary data for twenty "benchmark" office positions found in all types of business and industry in over 117 cities throughout the United States and Canada.

TYPES OF BUSINESS

All types of business are represented in the survey including: 1)Manufacturing/Processing; 2) Banking/Insurance/Financial; 3) Retail/Wholesale Sales and Distribution; Government Agencies (all levels); all others – Education, Medical, Employment, etc.

GEOGRAPHIC REGIONS

Salary data is included for all major cities and for seven geographic regions – Total United States; Eastern United States; East Central United States; West Central United States; Southern and Western United States and Canada. As an additional service to users of the Directory, a breakdown of salaries by type of business for the United States and the five regions in the United States is included.

SALARY DATA

In addition to the average weekly salary data for each of the positions in the survey, this report gives the first quartile, the median, the third quartile, the number of companies reporting and the number of employees reported. This data is given for all cities and for the five regions in the United States, total United States and Canada.

COROLLARY INFORMATION

The corollary information specifically identified up-to-date personnel policies and practices. Data are given on hours of work, paid holidays and vacations, unionization and company policies regarding payment of insurance benefits and pension plans.

VALIDITY OF FIGURES

Although rates were computed for all data reported, it should be recognized that small samples cannot produce meaningful mathematical measures. An audit procedure has been initiated to delete samples that are not statistically sound. This data is accumulated and included in the category "Total all Types of Business" and in regional and national totals.

USE OF THE SURVEY

The application of salary data and benefit information can serve the needs of AMS members and participating companies in many ways.

Some uses of the survey are:

1. Comparison of the company overall salary structure and/or specific jobs with community or area salaries, including a breakdown by type of business.
2. Comparison of company minimum rates with survey data. (See "Explanation of Statistics" and "Applying the Information.")
3. Checking for validity of company-evaluated job rankings where rankings deviate substantially from ranking in survey data.
4. Appraisal of "going" rates as the basis for establishing company salary ranges in a new formal job evaluation plan.
5. Comparison of current company practices and policies with the information in the survey, particularly in the area of benefits and corollary information.

EXPLANATION OF STATISTICS

All increments in the salary figures shown in the survey are rounded off to the mid-point rate. The four rates shown under summary data are explained as follows:

1. Average (Arithmetic Mean) – in computing the average (arithmetic mean) for each job, the total number of employees reported for each rate is multiplied by the rate. The results of each of these calculations are totaled and divided by the number of employees whose salaries are reported for the job.
2. Quartiles – A quartile is not an average – it is a measure of position. It is an actual salary at the particular quartile position. In certain distributions, there may not be a person's salary at the quartile dividing point, in which case interpolation and rounding are used to provide a whole dollar figure.

As contrasted to averages, quartiles are not affected by the high frequency of salaries at the extremes, either at the high or low end of a distribution. Because of this characteristic, quartiles present highly acceptable figures in salary surveys where job categories are subject to personal interpretation.

First Quartile – This is the actual weekly salary paid the employee whose salary is more than one quarter and less than three quarters of all the employees reported for the job.

Median – Second Quartile – This is the actual weekly salary of the middle employee in the distribution. Half of the employees reported earn more; the other half earn less. In a perfectly balanced distribution, the median salary will be the same figure as the average (arithmetic mean).

Generally speaking, when a substantial number of salaries are reported for a job and they have been placed in the correct classification (close conformance to position description), these two figures, the median and average, will be close.

Third Quartile – This is the actual weekly salary paid the employee whose salary is more than three quarters of all the employees reported for the job.

The salaries at the First and Third Quartile show the limits of the middle 50% of employees reported. Some refer to the spread between these salaries as an "effective salary range" for the job because the salaries at the extremes are disregarded.

APPLYING THE INFORMATION

Salary surveys must be used with great caution. A considerable amount of judgment is required in interpreting and evaluating jobs and salaries reported in the survey and making comparisons with your company.

The job descriptions used in the questionnaire are basic. They are designed to enable the respondents to include a good sample of employees with similar duties. Therefore, you should not expect the salaries in your company to be the same as the survey figures. Each of your job descriptions should be carefully compared to the most similar one in the survey.

The rates paid do not include bonus pay. Employees are not included who are normally considered to be supervisors, who are part-time workers or trainees, or whose job is unusual or non-standard.

Other factors to be considered when making comparisons are the company location (ease of access), availability of applicants, working conditions, benefit programs, etc.

Non-supervisory office workers do not usually move from city to city for better pay. It follows, then, that you're only competing for this type of employee with other firms in your own city or industrial area. Many of these workers are not bound by industry lines so that you should consider the rates paid by all types of business in your area.

LOCAL CHAPTER REPORTS

All the AMS chapters participating in the survey are provided with information for the publication of a local salary survey report. These reports include detailed salary data for the five types of business covered by the survey, and also corollary information. In most chapters, these local reports are available to non-members on a purchase basis. If non-members require this type of information, they may contact the AMS International Headquarters at Willow Grove, Pennsylvania, to inquire about the availability of such reports.

HIGHLIGHTS – INTERNATIONAL SALARY DATA
United States and Canada

The weekly salary rates reported here are based on salaries in effect on January 14, 1983. Salary data is given for 357,669 employees from 5,217 companies in 117 cities throughout United States and Canada.

In the United States, the average weekly salary for the twenty positions in the survey is $262.00, an increase of $18.00 or 7.4% over last year's figure of $244.00. These figures are weighted by the number of employees reported for each position.

In Canada, the average weekly salary for the twenty positions is C$325.00, an increase of $31.00 or 10.5% over last year's figure of C$294.00. These figures, weighted by the number of employees for each position, are presented in Canadian funds. (Salaries for Montreal and Toronto are not included in this tabulation.)

Executive Secretaries/Administrative Assistants in both countries receive the highest weekly salaries of all the employees in the survey, earning an average of $339.00 in the United States and C$392.00 in Canada.

In the United States, the lowest paid employees in the survey are file clerks, earning $195.00 a week. In Canada, the lowest paid employees in the survey are mail clerks, receiving C$256.00 a week.

The figures below indicate the percentage of increase in weekly salaries over last year's rates. In some cases, a change in the mix of participants from year-to-year will cause what appears to be anomalies or inconsistencies in some of the results.

	UNITED STATES			CANADA*		
POSITION	1982	1983	% of Increase	1982	1983	% of Increase
Word Processing Operator	$246.00	$253.00	2.7%	$297.00	$316.00	6.4%
Lead Word Processing Operator	282.00	289.00	2.5%	355.00	361.00	1.7%
Accounting Clerk - Level B	228.00	241.00	5.7%	272.00	295.00	8.4%
Accounting Clerk - Level A	270.00	286.00	5.9%	339.00	358.00	5.6%
General Clerk - Level B	208.00	224.00	7.6%	260.00	281.00	8.0%
General Clerk - Level A	239.00	258.00	7.9%	304.00	340.00	11.8%
File Clerk	182.00	195.00	7.1%	239.00	274.00	14.6%
Mail Clerk	–	209.00	–	–	256.00	–
Shipping/Receiving Clerk	–	283.00	–	–	320.00	–
Purchasing Clerk	–	277.00	–	–	349.00	–
Payroll Clerk	–	274.00	–	–	338.00	–
Cashier	–	222.00	–	–	331.00	–
Secretary - Level B	246.00	259.00	5.3%	292.00	311.00	6.5%
Secretary - Level A	276.00	290.00	5.0%	321.00	357.00	11.2%
Exec. Secretary/Administrative Asst.	323.00	339.00	4.9%	367.00	392.00	6.8%
Legal Secretary	286.00	301.00	5.2%	300.00	387.00	29.0%
Switchboard Operator/Receptionist	224.00	233.00	4.0%	264.00	297.00	12.5%
Clerk Typist	213.00	223.00	4.7%	254.00	271.00	6.7%
Customer Service Representative	260.00	307.00	18.0%	317.00	360.00	13.5%
Photocopy Machine Operator	220.00	239.00	8.6%	234.00	257.00	9.8%

*Salaries reported in Canadian funds

PERSONNEL POLICIES

In addition to the salary data reported in this survey, other information was gathered on current personnel policies and practices that should be considered. The responses are summarized here.

HOURS OF WORK

In the United States, 64% of the companies reporting indicate they have a 40-hour work week; 16.9% indicate a 37½-hour work week; 11.2% work less than 37½ hours; 6.2% of the reporting companies work more than 37½ but less than 40 hours; less than 1% work over 40 hours and a few firms did not reply.

In the Eastern region of the United States, 45.1% of the reporting firms work less than 40 hours; in East Central U.S. 33.9% work less than 40 hours; in West Central U.S. 24.2% of respondents work less than 40 hours; in Southern U.S. 36.3% work less than 40 hours and in the West 24.3% of the responding firms work less than 40 hours a week.

In Canada, 85.2% of the companies reporting indicate a work week of 37½ hours or less; 3.6% work over 37½ hours but less than 40 hours; 10.5% work 40 hours or more; a small percentage did not answer this question.

WORK WEEK SCHEDULES

This year questions in the survey covered three primary areas of work schedules including flextime programs, four-day work week and job sharing. In the United States, 18.3% of the respondents indicated they do have flextime programs in effect and indicate their employees work a five-day 40-hour week with five eight-hour days.

When asked about a four-day week only 4.1% indicate their office employees work four days and less than 2% of the U.S. firms said they had job sharing programs.

In Canada, 24% of the reporting firms have flextime programs; only 3% have a four-day work week and 2.4% said they have job sharing programs.

HOLIDAYS

The trend to liberal holidays continues in both the United States and Canada. In the United States this year, 34.5% of the reporting companies give employees 11 or more paid holidays; 22.8% grant 10 paid holidays; 16.7% grant nine paid holidays; 11.5% give eight paid holidays; 7% give seven paid holidays and 5.7% grant six paid holidays; a small percentage did not report on holidays.

In Canada this year, 84% of the respondents give employees 10 or more paid holidays; 11.7% give nine paid holidays; 1.2% report eight holidays; a small percentage of firms did not answer this question.

UNIONIZATION

In the United States this year, 91.8% of the reporting companies do not have an office union; 5.1% report that part of their employees are unionized; only 1.8% report that they have an office union and a few did not answer the question.

In Canada, 77.1% of the responding firms are not unionized; 13.2% report that part of their employees are unionized; 8.7% report a union; a few firms did not answer.

VACATIONS

Highlights of vacation policies in the United States this year indicate that 49.8% of the companies in the survey give employees one week paid vacation after six months of service; 75.2% of the respondents give two weeks of paid vacation after one year of service; 46.2% give employees three weeks after ten years of service. However, a number of firms (36.9%) report a policy of three weeks after five years of service and 26.6% give four weeks paid vacation after 15 years of service.

In Canada, 43.8% of the respondents give one week paid vacation after six months of service; 70.8% give two weeks paid vacation after one year; 53.4% give three weeks after five years and 57% give employees four weeks paid vacation after ten years of service.

Benefit Information and Policies on Salary Administration

This year all participating companies were asked to report on a variety of benefits provided to office employees and company policies on payment of these benefits.

	PERCENT REPORTED						
	TOTAL U.S.	EASTERN U.S.	EAST CENTRAL U.S.	WEST CENTRAL U.S.	SOUTHERN U.S.	WESTERN U.S.	TOTAL CANADA
PENSION PLAN							
Paid by Company in Full	69.4	71.7	72.4	66.4	70.2	63.6	21.7
Paid by Employee in Full	0.9	0.6	0.7	0.5	0.6	1.3	1.8
Company/Employee Share Cost	14.0	13.6	15.5	15.5	13.4	12.3	64.8
No Response	15.7	14.1	11.4	17.6	15.8	22.8	11.7
GROUP LIFE INSURANCE							
Paid by Company in Full	67.2	72.0	68.0	66.0	61.4	65.3	57.3
Paid by Employee in Full	1.6	1.2	1.1	1.8	2.4	1.8	1.6
Company/Employee Share Cost	27.2	22.8	26.8	29.2	32.5	27.3	38.7
No Response	4.0	4.0	4.1	3.0	3.7	5.6	2.4
HOSPITALIZATION							
Paid by Company in Full	54.7	58.7	56.1	49.3	52.4	54.7	51.1
Paid by Employee in Full	0.5	0.5	0.9	0.4	0.3	0.5	4.5
Company/Employee Share Cost	41.0	37.3	39.9	46.4	43.2	40.0	39.9
No Response	3.8	3.5	3.1	3.9	4.1	4.8	4.5
SURGICAL BENEFITS							
Paid by Company in Full	53.7	57.9	55.4	48.5	50.9	53.1	47.8
Paid by Employee in Full	0.5	0.5	0.7	0.5	0.0	0.9	2.7
Company/Employee Share Cost	40.0	36.7	39.4	44.9	42.0	38.6	30.3
No Response	5.8	4.9	4.5	6.1	7.1	7.4	19.2
MAJOR MEDICAL							
Paid by Company in Full	53.2	57.0	54.1	48.6	51.3	52.7	55.9
Paid by Employee in Full	0.1	1.2	0.1	1.0	0.9	1.1	2.1
Company/Employee Share Cost	41.9	38.0	39.7	45.3	43.1	39.8	33.6
No Response	4.8	3.8	6.1	5.1	4.7	6.4	8.4
LONG TERM DISABILITY							
Paid by Company in Full	48.2	50.4	49.9	50.0	45.6	42.9	43.3
Paid by Employee in Full	9.7	9.0	9.5	10.2	9.7	9.8	16.2
Company/Employee Share Cost	22.2	20.7	21.4	20.6	26.8	22.3	32.1
No Response	19.9	19.9	19.2	19.2	17.9	25.0	8.4
DENTAL INSURANCE							
Paid by Company in Full	34.2	35.6	37.5	30.8	24.2	44.6	44.5
Paid by Employee in Full	2.0	1.7	1.6	2.6	2.7	2.9	1.2
Company/Employee Share Cost	25.6	21.2	23.4	27.3	25.9	27.8	39.9
No Response	38.2	41.5	37.5	39.3	47.2	24.7	14.4
OPTICAL CARE							
Paid by Company in Full	8.4	8.3	8.5	6.7	4.3	16.2	21.6
Paid by Employee in Full	3.5	3.1	1.7	5.1	4.2	3.3	1.2
Company/Employee Share Cost	5.4	4.2	5.2	5.2	4.0	10.5	11.4
No Response	82.7	84.4	84.6	83.0	87.5	70.0	65.8

The following are other general benefits and salary administration policies:

Job Evaluation Plan	58.9	59.8	59.0	60.5	57.2	57.0	53.7
Merit Rating Plan	63.0	65.5	64.2	58.8	68.6	54.8	45.3
Salary Progression Based on Seniority	12.2	9.8	13.8	13.3	10.0	13.3	20.4
Salary Incentive Plan	7.1	5.7	4.5	7.5	10.8	8.7	3.0
Suggestion Plan	20.1	21.7	20.0	17.5	22.6	17.3	13.5
Individual Retirement Accts. (IRAs)	21.7	21.4	20.4	22.9	24.0	19.5	0.0
Bonus Payments to Individuals	26.9	27.8	24.1	26.4	27.6	29.2	18.9
Employee Savings/Thrift Plan	35.7	37.8	34.9	34.9	39.4	28.5	19.2

POSITION TITLES AND DESCRIPTIONS

A WORD PROCESSING OPERATOR — Uses word processing equipment to input, edit, customize, and deliver medium-to-complex typed documents with established quality and time standards. Proofreads and edits own work. Incumbent is familiar with department terminology and company practices. Equipment includes the use of microprocessor-based, standalone, or shared-logic word processing systems utilizing a CRT screen. I.E., Xerox 850-86, Wang, Lanier, Vydec, Redactron, etc. May also perform general secretarial duties.

B LEAD WORD PROCESSING OPERATOR — Utilizes full scope of equipment capabilities to produce and revise complicated documents, such as lengthy technical and statistical reports, from complex source information, including the retrieval of text and data. Leads the activities of lower-level operators.

C ACCOUNTING CLERK - LEVEL B — Checks, verifies and posts journal vouchers, accounts payable vouchers, payroll, or other simple accounting data of a recurring or standard nature.

D ACCOUNTING CLERK - LEVEL A — Maintains a complete set of accounting records in a small office, or handles one phase of accounting in a larger unit which requires the accounting training needed to determine proper accounting entries; reconciles entries, prepares accounting reports, analyzes accounting records to determine causes of results shown, etc. May direct work of junior clerks or bookkeepers (excludes supervisors). May include accounts payable clerk, payroll clerk, etc.

E GENERAL CLERK - LEVEL B — Performs basic office or clerical duties on short assignments and tasks which are highly structured in accordance with established procedures. This is a higher-level position than a file clerk involving a variety of routine and semi-routine duties.

F GENERAL CLERK - LEVEL A — Performs diverse clerical tasks requiring some analysis, judgment and a detailed knowledge of departments and/or company policies and procedures dealing with the incumbent's area of responsibility, such as claims operations, etc. Duties may require proficiency with one or more types of operational office equipment, such as CRT. Minimum supervision required.

G FILE CLERK — Performs general alphabetical and numeric filing, sorting and cross referencing. Locates and removes material upon request and keeps records of its disposition. Maintains and updates files according to an established system. May deliver files, copy material from files, and purge out-dated materials.

H MAIL CLERK — Sorts incoming mail for distribution and dispatches outgoing mail. Opens envelopes by hand or with letter-opening machine. May stamp date and time of receipt on incoming mail. Sorts mail according to destination and type, such as returned letters, adjustments, bills, orders, and payments. Readdresses undeliverable mail bearing insufficient or incorrect address. Examines outgoing mail for appearance and seals envelopes by hand or with envelope-sealing machine. Stamps outgoing mail by hand or with postage meter. May distribute and collect mail. Sorts outgoing mail according to destination and type of delivery.

I SHIPPING/RECEIVING CLERK — Responsible for performing manual and clerical duties related to the receipt and shipment of goods: (1) Receives equipment, materials and supplies, verifies the items against the record of shipment, examines their condition on arrival, unpacks items as necessary; (2) Verifies, counts and prepares items for shipments according to specifications and the transportation method used. Maintains records and processes paperwork for goods received and shipped according to established procedures.

J PURCHASING CLERK — Compiles information and records to draw up purchase orders for procurement of material. Verifies nomenclature and specifications of purchase requests. Searches inventory records of warehouse to determine if material on hand is in sufficient quantity. Consults catalogs and interviews salespersons to obtain prices and specifications. Types or writes invitation-of-bid forms and mails forms to supplier firms. Writes or types purchase order and sends copy to supplier and department originating request. Compiles records, such as items purchased or transferred between departments, prices, deliveries, and inventories. Confers with suppliers concerning late deliveries. May compute total cost of items purchased, using calculating machine. May verify bills from suppliers with bids and purchase orders and approve for payment.

K PAYROLL CLERK — Prepares input for each payroll including salary adjustments, special payments, tax allocations, and employee deductions. Codes and maintains all time sheets. Prepares payroll bank deposits, and audits and balances payrolls. Assists in preparation and payment of payroll taxes. Prepares appropriate journal entries for expensing of salaries.

L CASHIER — Receives funds from customers and employees, disburses funds, and records monetary transactions incidental to conduct of business. Counts money to verify amounts and issues receipts for funds received. Issues change and cashes checks. Verifies balances. Endorses checks and lists, and totals cash and checks for bank deposit. Prepares bank deposit slips. Withdraws cash from bank accounts and keeps custody of cash fund. Disburses cash and writes vouchers and checks in payment of company expenditures. May prepare bank-reconciliation reports. Operates office machines, such as typewriter, calculating, bookkeeping, and checkwriting machines. Prepares cash reports.

M SECRETARY - LEVEL B — Performs a limited range of secretarial duties in a small company or for a supervisor in a larger firm. May take dictation and transcribe from notes or dictating equipment with speed and accuracy. Screens calls, makes appointments, handles travel arrangements, answers routine correspondence and maintains filing systems.

N SECRETARY - LEVEL A — Performs an unlimited range of secretarial duties for middle management personnel or more than one individual. Composes and/or takes and transcribes correspondence of a complex and confidential nature. Position requires a knowledge of company policy, procedure and above-average secretarial and administrative skills.

O EXECUTIVE SECRETARY/ADMINISTRATIVE ASSISTANT — Performs a full range of secretarial and administrative duties for high-level member of executive staff. Handles project-oriented duties and may be held accountable for the timely completion of these tasks. Relieves executive of routine administrative detail. Position requires an in-depth knowledge of company practice, structure and a high degree of technical skills.

P LEGAL SECRETARY — Performs an unlimited range of secretarial duties for one or more members of the firm, usually a junior, senior, or managing partner. Takes and transcribes dictation with a high degree of speed and accuracy. Position require knowledge of the specific legal terminology within the attorney's areas of specialization; i.e., litigation, probate, corporate, etc. May utilize word processing equipment.

Q SWITCHBOARD OPERATOR/RECEPTIONIST — Operates a call-director type telephone system, greets visitors, screens incoming calls and performs basic clerical tasks. May operate a multiple position console and keep records of calls and toll charges.

R CLERK TYPIST — Produces draft and/or finished typed copies of documents from a variety of originators. Form and content usually follow standard guidelines. May perform other clerical duties of minimum difficulty.

S CUSTOMER SERVICE REPRESENTATIVE — Provides guidance and assistance to customers in oral or written form regarding problems with accounts or merchandise. May use CRT to verify information. Duties include records search, investigating problems/complaints, policy interpretation, response preparation and adjustment, or correction of records. May also open new accounts or provide general information.

T PHOTOCOPY MACHINE OPERATOR — Operates and maintains photocopier (i.e. Xerox 9200), loads blank paper, inserts handwritten or typed originals and determines the proper selection of controls to obtain desired copies. Maintenance includes cleaning and performing minor repairs. Contacts service representative for major malfunctions.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

TOTAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	253	289	241	286	224	258	195	209	283	277	274	222	259	290	339	301	233	223	307	239
FIRST QUARTILE	221	241	201	241	191	221	168	173	211	231	231	191	221	251	291	251	201	191	231	191
MEDIAN	241	281	231	271	211	251	191	201	261	271	261	211	251	281	338	291	221	221	291	231
THIRD QUARTILE	281	316	271	316	251	291	211	231	363	316	316	241	281	316	388	338	251	241	388	291
NO. COMPANIES	1536	940	2406	2680	2018	2338	1343	1818	1288	1368	1853	887	2172	2749	2708	541	2744	1500	1408	643
NO. EMPLOYEES	6850	2250	14645	15109	31262	38406	9386	6473	5207	2692	6485	9743	32618	38308	18824	3735	5723	17825	19702	2121

CANADA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	316	361	295	358	281	340	274	256	320	349	338	331	311	357	392	387	297	271	360	257
FIRST QUARTILE	271	301	251	301	251	291	221	211	261	281	271	271	271	316	338	338	251	241	281	211
MEDIAN	316	363	281	363	281	338	261	241	316	316	316	316	301	338	388	426	291	271	338	211
THIRD QUARTILE	363	426	338	426	316	388	316	291	363	426	388	388	338	426	426	476	338	291	426	271
NO. COMPANIES	100	66	177	209	141	166	99	123	77	132	162	81	151	201	181	19	228	144	93	49
NO. EMPLOYEES	291	182	580	740	1364	1749	328	207	119	277	296	214	1057	1226	727	122	364	632	419	94

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

EASTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	256	298	245	284	234	259	199	206	284	274	290	211	266	300	348	327	235	231	276	266
FIRST QUARTILE	221	251	211	231	191	221	168	178	231	221	251	178	231	261	301	271	211	201	231	221
MEDIAN	251	291	241	271	221	251	191	201	271	261	281	211	261	291	338	316	231	231	261	301
THIRD QUARTILE	281	338	281	316	271	281	221	231	338	316	316	231	301	338	388	363	261	251	316	301
NO. COMPANIES	421	230	693	759	570	667	338	518	357	399	547	219	622	793	791	145	765	428	427	184
NO. EMPLOYEES	1930	563	4040	3795	8321	10934	2502	1777	1300	882	1853	2395	9463	11547	5512	964	1597	6600	3702	767

EAST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	262	296	251	294	234	272	201	216	263	290	290	215	273	306	353	299	241	228	296	248
FIRST QUARTILE	221	251	211	241	191	221	168	178	211	241	251	178	231	271	301	251	211	191	231	211
MEDIAN	251	291	241	281	221	261	191	201	241	281	281	201	261	301	338	291	231	221	271	241
THIRD QUARTILE	291	338	281	316	261	316	221	241	301	338	316	231	301	338	388	338	261	251	363	281
NO. COMPANIES	305	194	521	583	443	520	300	400	290	313	423	200	482	594	576	108	588	357	304	150
NO. EMPLOYEES	1338	475	3057	2860	6772	8977	1803	1349	940	622	1039	1814	6313	7475	3402	470	1110	2683	2979	352

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	276	235	279	210	247	188	199	270	278	276	222	245	281	333	299	226	216	275	231
FIRST QUARTILE	211	231	201	241	183	211	163	168	221	231	231	191	211	241	291	261	201	191	221	191
MEDIAN	241	271	231	271	201	241	183	191	251	271	261	211	241	281	338	301	221	211	261	221
THIRD QUARTILE	261	316	261	316	231	271	211	221	301	316	316	241	271	316	363	338	251	241	316	271
NO. COMPANIES	305	195	448	492	374	417	268	325	226	241	319	181	379	505	472	110	505	286	233	113
NO. EMPLOYEES	1271	399	2622	2172	4769	5217	1737	895	740	380	615	799	3902	4767	2444	451	1007	2765	1777	208

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	282	228	287	216	257	189	193	300	267	271	233	244	277	332	298	226	213	341	226
FIRST QUARTILE	211	241	191	231	183	211	158	163	201	221	241	191	211	231	281	251	191	183	261	183
MEDIAN	231	271	221	281	211	241	187	191	291	261	261	191	241	271	316	291	221	201	388	221
THIRD QUARTILE	271	316	251	363	241	291	211	211	426	301	316	281	271	316	388	316	251	241	426	251
NO. COMPANIES	292	189	432	486	366	422	262	359	255	248	348	161	427	536	519	117	534	277	266	135
NO. EMPLOYEES	1289	454	2972	4040	7441	7908	1905	1318	1488	475	1375	2474	7345	8895	3730	735	1157	3016	8865	306

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	263	288	244	286	214	249	195	231	268	275	246	227	256	279	324	283	232	219	267	203
FIRST QUARTILE	231	241	211	251	191	221	173	191	211	221	221	201	231	241	291	231	201	201	221	178
MEDIAN	251	281	231	281	201	241	191	231	261	271	241	231	251	271	316	251	221	211	251	191
THIRD QUARTILE	281	316	271	316	231	271	211	261	301	316	271	251	281	316	338	316	251	231	301	221
NO. COMPANIES	213	132	312	360	265	312	175	216	160	167	216	126	262	321	350	61	352	152	178	61
NO. EMPLOYEES	1022	359	1954	2242	3959	5370	1439	1134	739	333	1603	2261	5595	5624	3736	1115	852	2761	2379	488

WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Total U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	268	306	255	308	241	281	220	225	279	287	288	274	280	313	362	329	246	239	300	250
FIRST QUARTILE	231	271	211	251	201	241	191	191	231	231	241	221	241	271	316	301	211	201	241	201
MEDIAN	261	301	241	291	231	271	221	221	271	281	281	261	271	301	338	338	241	231	291	241
THIRD QUARTILE	291	338	281	338	261	316	241	251	316	316	316	338	316	338	388	363	271	261	338	281
NO. COMPANIES	340		840		616		279		447		693		682		859		927		549	
		208		924		772		487		582		187		920		105		412		158
NO. EMPLOYEES	1207		3502		4028		745		1210		1480		5360		4363		1345		2485	
		439		3580		5700		1094		1078		314		8981		277		1551		300

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	233	274	220	258	200	236	180	188	222	248	260	205	246	282	332	287	218	202	253	214
FIRST QUARTILE	201	241	191	221	178	211	158	163	191	211	221	183	211	251	291	241	191	178	211	183
MEDIAN	231	271	211	251	191	231	173	183	211	241	251	201	241	281	316	291	211	191	241	211
THIRD QUARTILE	251	301	241	281	221	261	191	211	251	281	291	221	271	316	363	316	231	221	281	241
NO. COMPANIES	445		497		517		503		251		368		467		574		588		383	
		307		532		546		514		227		209		580		167		422		151
NO. EMPLOYEES	2049		3293		11409		4430		586		729		6698		3616		1125		7919	
		765		3533		13804		2282		379		6956		7751		429		4292		289

RETAIL/WHOLESALE SALES AND DISTR.	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	250	288	224	256	242	265	186	201	246	268	230	257	253	286	334	266	221	223	248	237
FIRST QUARTILE	211	251	201	211	201	211	168	173	201	221	158	211	221	241	281	231	191	183	201	201
MEDIAN	251	291	221	251	241	251	183	191	231	251	231	261	251	281	338	271	221	211	241	231
THIRD QUARTILE	271	316	251	291	271	301	201	221	271	316	271	316	281	316	388	291	241	241	281	281
NO. COMPANIES	100		228		183		113		143		139		167		215		240		137	
		56		256		246		130		128		80		225		26		87		30
NO. EMPLOYEES	315		1757		2145		276		702		442		1024		861		365		615	
		163		1180		2538		397		333		410		1472		53		302		101

GOVERNMENT AGENCIES (ALL LEVELS)	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	244	267	246	276	213	250	194	244	253	296	263	249	247	265	306	264	233	219	277	208
FIRST QUARTILE	221	241	211	251	191	231	173	211	211	251	231	221	221	231	271	231	201	201	221	178
MEDIAN	241	271	241	271	211	241	191	241	241	301	251	251	241	261	316	251	231	221	251	201
THIRD QUARTILE	261	291	271	291	231	271	211	271	291	338	281	271	271	291	338	281	251	241	301	221
NO. COMPANIES	86		126		124		58		63		113		139		152		121		31	
		51		147		137		95		77		87		162		59		115		42
NO. EMPLOYEES	1027		1770		4678		1374		604		2096		6914		3783		658		297	
		274		2029		6051		842		237		624		6992		1038		6082		520

ALL OTHER TYPES OF BUSINESS*	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	267	305	250	302	248	279	214	212	322	274	292	270	263	294	348	321	234	241	366	262
FIRST QUARTILE	221	251	211	251	211	231	183	173	231	231	251	221	221	251	291	261	201	211	301	211
MEDIAN	261	301	241	291	241	271	211	201	316	271	291	261	261	291	338	316	231	241	388	291
THIRD QUARTILE	301	363	281	363	281	338	241	241	426	316	316	338	301	338	426	363	261	271	426	301
NO. COMPANIES	565		715		578		390		384		540		717		908		868		308	
		318		821		637		592		354		324		862		184		464		262
NO. EMPLOYEES	2252		4323		9002		2561		2105		1738		12622		6201		2230		8386	
		609		4787		10313		1858		665		1439		13112		1938		5598		911

*(Utilities, Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

Eastern U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	275	316	256	320	247	291	224	227	288	292	295	311	282	317	369	327	245	248	303	264
FIRST QUARTILE	241	291	221	251	211	251	191	191	241	241	251	251	251	281	316	301	221	211	241	211
MEDIAN	261	301	251	301	241	281	221	221	281	281	281	301	281	316	363	338	231	241	291	251
THIRD QUARTILE	301	338	281	363	271	316	251	241	316	338	338	338	316	338	426	363	271	271	363	301
NO. COMPANIES	121	61	316	335	227	292	94	187	161	214	259	68	250	341	319	82	330	155	218	63
NO. EMPLOYEES	478	135	1159	1127	1251	1920	237	404	440	398	594	85	1909	3021	1544	102	452	618	922	112

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	236	277	220	251	195	231	179	188	223	234	251	199	252	291	383	283	221	197	260	220
FIRST QUARTILE	211	251	191	211	178	211	163	168	191	201	221	178	231	261	301	251	201	173	221	191
MEDIAN	231	271	211	241	191	221	173	183	211	221	251	191	251	281	338	281	221	191	251	211
THIRD QUARTILE	251	301	251	281	211	261	191	201	251	261	281	211	271	338	388	316	231	211	301	241
NO. COMPANIES	102	75	112	117	124	131	112	112	55	51	80	41	111	134	131	39	132	109	92	39
NO. EMPLOYEES	571	244	923	1020	2659	4044	1148	605	148	139	217	1902	2188	2720	1244	110	317	1410	1984	87

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	246	271	223	255	204	242	178	199	233	272	261	222	234	271	327	277	217	216	239	196
FIRST QUARTILE	211	241	191	211	178	221	163	191	201	231	211	201	211	241	281	261	191	191	191	173
MEDIAN	231	261	221	251	201	231	173	201	231	251	251	221	231	271	316	271	221	221	241	183
THIRD QUARTILE	271	271	251	291	221	261	191	201	251	316	291	241	261	301	363	291	241	221	251	211
NO. COMPANIES	24	9	48	61	42	56	27	31	28	27	32	11	41	58	58	8	55	22	35	4
NO. EMPLOYEES	50	12	243	227	257	403	68	101	50	84	62	22	159	247	198	52	77	68	159	14

GOVERNMENT AGENCIES (ALL LEVELS)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	251	-	231	260	222	252	240	245	246	299	276	255	258	273	331	295	236	223	365	261
FIRST QUARTILE	241	-	211	241	211	241	178	221	231	281	261	251	241	241	291	291	211	211	281	251
MEDIAN	251	-	231	251	221	251	201	241	241	316	271	251	261	271	338	291	221	221	338	261
THIRD QUARTILE	271	-	241	271	221	271	291	281	251	316	281	261	281	301	363	301	241	241	501	281
NO. COMPANIES	10	-	13	14	10	13	5	8	6	7	14	9	13	15	14	5	11	10	3	4
NO. EMPLOYEES	170	-	278	371	585	1454	30	84	65	32	148	163	917	687	181	36	105	1899	10	44

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	263	318	258	293	263	279	216	208	304	264	302	239	270	299	341	336	238	253	296	277
FIRST QUARTILE	221	261	211	241	221	221	191	178	231	221	271	211	231	251	281	271	211	231	241	271
MEDIAN	261	316	261	281	271	281	211	201	316	271	316	231	271	301	338	338	231	261	291	301
THIRD QUARTILE	291	388	316	338	316	316	251	231	388	291	316	261	316	338	426	388	261	291	338	301
NO. COMPANIES	164	81	204	232	167	175	100	180	107	100	162	90	207	245	269	51	237	132	79	74
NO. EMPLOYEES	661	167	1437	1050	3569	3113	1019	623	597	229	832	223	4290	4872	2345	704	646	2605	627	510

*(Utilities, Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

East Central U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	278	317	270	317	255	290	230	236	298	302	304	288	289	325	373	344	257	247	322	255
FIRST QUARTILE	231	281	221	271	211	251	201	201	241	251	261	251	241	281	316	301	221	201	281	201
MEDIAN	261	301	261	316	241	291	231	221	291	291	291	271	281	316	363	338	251	231	301	251
THIRD QUARTILE	316	338	301	363	271	316	241	261	363	338	338	338	316	363	426	363	281	271	363	281
NO. COMPANIES	84		204		158		86		111		175		176		214		226		131	
NO. EMPLOYEES	313	54	987	232	1192	200	281	129	272	150	418	47	1642	234	1127	26	331	118	611	43
		100		1086		1604		306		296		87		2855		69		457		96

BANKING/INSURANCE/FINANCIAL — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	228	276	219	254	199	236	180	192	225	256	259	196	238	271	317	280	218	198	241	209
FIRST QUARTILE	201	241	191	221	173	211	158	163	183	231	221	173	211	241	281	231	191	178	211	183
MEDIAN	221	271	211	251	191	231	173	183	211	251	251	191	231	271	316	271	211	191	231	211
THIRD QUARTILE	251	301	241	281	221	251	191	211	251	291	281	211	261	301	363	316	231	221	261	231
NO. COMPANIES	78		106		107		101		63		78		99		116		125		85	
NO. EMPLOYEES	329	59	590	113	2510	110	914	110	120	44	132	45	917	112	738	37	168	96	1297	32
		147		737		2731		488		54		1308		1245		98		910		62

RETAIL/WHOLESALE SALES AND DISTR. — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	259	294	226	271	262	289	193	209	232	272	244	217	261	306	360	-	227	212	248	287
FIRST QUARTILE	231	271	201	241	231	221	173	178	201	231	221	173	231	271	316	-	211	178	201	241
MEDIAN	261	291	231	261	261	291	191	211	211	261	241	211	261	316	363	-	231	211	241	241
THIRD QUARTILE	291	338	241	291	301	338	211	221	251	301	261	251	281	338	426	-	231	241	281	281
NO. COMPANIES	20		46		37		24		28		29		32		43		41		29	
NO. EMPLOYEES	139	17	542	44	1220	52	75	29	267	25	85	17	298	42	287	-	83	21	159	6
		107		211		1139		96		82		43		583		-		74		56

GOVERNMENT AGENCIES (ALL LEVELS) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	239	270	320	324	239	292	254	263	341	326	349	262	285	304	370	353	256	243	282	-
FIRST QUARTILE	211	221	261	251	201	221	201	221	221	261	261	221	241	261	316	316	191	211	221	-
MEDIAN	221	241	291	281	231	261	211	231	338	316	363	261	251	281	363	316	231	231	261	-
THIRD QUARTILE	231	301	338	363	251	301	271	301	388	338	388	291	301	316	426	363	251	251	301	-
NO. COMPANIES	12		21		22		9		5		23		29		29		26		5	
NO. EMPLOYEES	54	7	145	28	137	26	38	18	11	14	57	19	410	34	130	7	53	24	28	-
		25		125		362		39		44		45		316		17		365		-

ALL OTHER TYPES OF BUSINESS* — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	278	312	256	301	249	286	219	228	273	278	287	265	275	302	353	292	240	244	369	254
FIRST QUARTILE	241	251	211	241	211	231	183	178	231	231	261	231	241	261	316	251	211	211	301	211
MEDIAN	261	281	251	281	241	281	201	221	261	271	281	251	271	301	338	291	241	241	426	251
THIRD QUARTILE	316	388	281	338	271	363	251	251	291	316	316	301	301	338	388	338	261	261	426	291
NO. COMPANIES	111		144		149		80		83		118		146		174		170		54	
NO. EMPLOYEES	503	57	793	166	1713	132	495	114	270	80	347	72	3046	172	1120	35	475	98	884	61
		96		701		3141		420		146		331		2476		281		877		129

*(Utilities, Ed., Med., Emp., etc.)

WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

West Central U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	253	293	244	290	217	258	202	213	285	274	277	273	270	295	349	316	239	219	290	238
FIRST QUARTILE	221	261	211	261	191	231	173	183	231	231	231	221	241	271	338	281	201	183	241	201
MEDIAN	251	291	241	281	211	251	191	211	291	261	271	271	261	281	338	338	231	211	271	231
THIRD QUARTILE	281	338	281	316	231	281	231	251	316	301	301	316	301	316	363	338	261	241	338	271
NO. COMPANIES	55		126		90		44		60		100		96		122		141		76	
		46		141		104		68		89		32		140		18		65		22
NO. EMPLOYEES	163		464		481		97		162		149		560		892		219		303	
		98		480		611		163		145		49		1544		51		211		37

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	229	271	217	261	200	243	177	107	225	278	282	207	238	273	317	287	215	207	258	209
FIRST QUARTILE	201	231	191	231	178	211	158	163	191	221	231	191	211	241	281	251	191	173	211	191
MEDIAN	231	261	211	251	201	231	173	178	211	281	271	201	231	261	316	291	211	191	241	211
THIRD QUARTILE	251	301	231	281	221	271	191	201	251	316	316	221	271	301	338	316	231	221	301	221
NO. COMPANIES	98		112		112		109		56		74		97		117		121		73	
		65		111		117		111		48		46		120		38		82		31
NO. EMPLOYEES	504		694		2201		997		133		116		619		470		207		843	
		117		605		2329		366		60		435		735		78		740		52

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	237	279	221	264	227	248	187	194	284	253	270	197	241	272	330	288	224	208	260	200
FIRST QUARTILE	211	241	201	231	191	201	163	173	241	221	241	135	211	231	281	271	201	183	221	163
MEDIAN	231	261	221	261	221	241	183	183	241	241	271	142	241	261	316	301	211	201	261	201
THIRD QUARTILE	261	291	241	291	261	291	201	201	338	271	301	251	281	316	363	301	251	231	301	211
NO. COMPANIES	20		47		38		25		28		24		32		38		46		20	
		12		50		48		23		29		17		48		8		13		8
NO. EMPLOYEES	35		278		285		49		162		50		200		157		68		97	
		14		216		395		69		51		48		247		11		44		13

GOVERNMENT AGENCIES (ALL LEVELS)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	246	253	254	298	219	242	202	238	260	311	267	245	243	274	332	304	236	221	296	232
FIRST QUARTILE	221	221	231	261	191	211	183	201	231	271	231	221	211	241	291	271	211	191	271	183
MEDIAN	231	251	251	281	221	241	201	241	261	301	251	241	241	271	316	316	231	221	281	241
THIRD QUARTILE	261	271	271	316	241	261	221	261	281	338	281	281	271	301	363	338	271	241	316	251
NO. COMPANIES	24		43		38		14		19		35		41		45		34		8	
		18		41		40		25		22		24		46		17		34		11
NO. EMPLOYEES	206		504		827		196		108		153		1271		257		138		41	
		72		277		930		64		53		86		769		79		1036		19

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	248	282	239	283	216	252	204	200	285	279	283	243	242	276	324	299	222	220	294	245
FIRST QUARTILE	211	221	211	241	183	211	178	168	211	221	241	201	211	241	281	251	201	183	221	191
MEDIAN	241	271	221	271	211	241	211	191	251	261	271	231	231	271	316	301	221	211	291	221
THIRD QUARTILE	271	316	271	316	241	281	221	221	388	338	316	281	271	316	363	338	241	251	363	301
NO. COMPANIES	108		120		96		76		63		86		113		150		163		56	
		54		149		108		98		53		62		151		29		92		41
NO. EMPLOYEES	363		682		975		398		175		147		1252		668		375		493	
		98		594		952		233		71		181		1472		232		734		87

*(Utilities, Ed., Med., Emp., etc.)

WORD PROCESSING - OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Southern U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	249	307	240	286	227	263	205	218	257	276	254	253	274	303	346	329	242	232	273	221
FIRST QUARTILE	221	261	201	241	191	221	163	183	211	231	211	201	231	251	301	301	201	191	211	191
MEDIAN	241	316	231	271	221	261	191	221	251	261	241	221	271	291	338	316	231	211	261	211
THIRD QUARTILE	281	338	271	316	251	291	221	241	281	316	281	281	291	338	388	338	271	251	316	241
NO. COMPANIES	45		105		86		31		65		89		97		114		132		76	
		22		114		100		57		69		19		125		14		46		19
NO. EMPLOYEES	188		564		863		85		201		203		984		532		204		389	
		71		524		1026		139		130		44		1190		50		146		38

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	224	260	219	260	200	233	178	177	214	245	253	196	234	267	318	271	214	203	249	211
FIRST QUARTILE	201	231	191	231	173	201	158	153	178	201	221	183	201	231	281	221	183	178	201	173
MEDIAN	211	251	211	251	191	231	173	173	201	231	241	191	231	261	316	261	211	191	241	201
THIRD QUARTILE	241	281	241	281	221	251	191	191	241	271	281	191	261	291	363	316	241	221	291	251
NO. COMPANIES	98		105		106		110		57		93		106		128		128		76	
		67		118		121		113		57		50		134		34		92		38
NO. EMPLOYEES	365		816		3001		987		143		184		1685		732		240		2111	
		158		849		3439		541		86		1462		1938		79		873		74

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	260	212	240	207	248	184	197	233	278	240	282	257	272	301	241	219	192	256	236
FIRST QUARTILE	211	231	191	201	191	211	148	173	183	231	221	261	221	231	261	211	191	168	211	173
MEDIAN	241	241	211	221	201	241	183	191	211	261	241	316	251	251	291	221	211	183	231	251
THIRD QUARTILE	271	271	231	271	231	291	191	211	281	316	271	338	291	316	338	291	241	211	291	291
NO. COMPANIES	21		37		31		21		30		33		36		45		55		30	
		12		52		39		30		21		15		45		6		18		9
NO. EMPLOYEES	64		302		250		48		85		91		265		162		73		121	
		20		337		343		79		59		267		302		22		60		15

GOVERNMENT AGENCIES (ALL LEVELS)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	232	290	212	252	216	263	180	201	202	259	285	252	228	253	284	289	226	201	236	235
FIRST QUARTILE	201	271	178	221	191	221	158	178	168	191	251	211	201	221	241	251	201	178	221	201
MEDIAN	231	291	201	251	211	251	168	191	201	231	281	251	221	251	281	271	221	191	221	231
THIRD QUARTILE	261	291	231	281	241	291	201	221	221	301	316	291	251	281	316	316	251	221	241	261
NO. COMPANIES	20		24		27		15		18		22		28		34		26		7	
		12		31		28		21		18		15		33		15		26		12
NO. EMPLOYEES	241		345		1419		282		199		638		1839		866		158		133	
		52		434		797		138		55		116		2564		46		835		38

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	257	294	239	315	239	287	214	203	367	269	273	297	250	294	367	303	227	227	381	233
FIRST QUARTILE	221	251	211	261	211	231	178	163	316	211	241	241	211	251	316	261	191	191	338	183
MEDIAN	251	291	231	338	241	291	221	201	426	261	261	316	251	291	363	291	221	231	426	231
THIRD QUARTILE	291	338	261	363	264	338	241	231	426	301	301	363	271	338	426	338	251	261	426	261
NO. COMPANIES	108		161		116		85		85		111		160		198		193		77	
		76		171		134		138		83		62		198		48		95		57
NO. EMPLOYEES	431		945		1908		503		860		259		2572		1438		482		6111	
		153		1896		2303		421		145		585		2901		538		1102		141

*(Utilities, Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

Western U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	267	266	249	301	235	277	209	212	242	264	269	204	252	291	351	-	235	221	289	213
FIRST QUARTILE	221	211	211	251	191	221	183	163	168	173	211	135	221	261	301	-	191	191	251	138
MEDIAN	251	291	231	281	221	261	201	201	231	251	261	168	241	281	338	-	221	221	281	183
THIRD QUARTILE	301	316	271	338	261	301	221	241	271	316	316	241	291	316	388	-	271	241	301	231
NO. COMPANIES	35	25	89	102	55	76	24	86	50	60	70	21	63	80	90	-	98	28	48	11
NO. EMPLOYEES	65	35	328	363	241	539	45	82	135	109	116	49	265	371	268	-	139	119	260	17

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	250	291	231	275	211	247	192	204	232	249	269	225	260	302	365	322	221	214	255	234
FIRST QUARTILE	221	251	201	241	191	211	168	178	191	211	241	201	231	261	316	281	201	191	221	201
MEDIAN	241	281	221	271	211	251	191	201	211	221	271	221	251	301	363	338	211	211	251	201
THIRD QUARTILE	271	338	261	301	231	271	211	221	271	271	291	241	291	338	426	338	231	231	281	251
NO. COMPANIES	69	41	62	73	68	67	71	68	20	27	43	27	54	80	82	19	82	43	57	11
NO. EMPLOYEES	280	99	270	322	1038	1261	384	282	42	40	80	1849	1269	1113	432	64	193	359	1684	14

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	248	319	235	260	232	240	185	200	239	258	192	206	272	284	343	-	218	290	244	-
FIRST QUARTILE	221	291	201	211	178	221	163	173	191	178	148	163	221	251	281	-	158	221	135	-
MEDIAN	241	291	221	261	221	221	178	178	241	251	148	211	271	281	338	-	211	241	241	-
THIRD QUARTILE	281	316	251	291	261	261	211	201	241	301	231	231	301	316	388	-	251	388	301	-
NO. COMPANIES	15	6	50	49	35	51	16	17	29	26	21	20	26	31	31	-	43	13	23	-
NO. EMPLOYEES	27	10	392	189	133	258	36	52	138	57	154	30	102	93	57	-	64	56	79	-

GOVERNMENT AGENCIES (ALL LEVELS)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	248	265	247	281	201	242	192	253	292	292	243	243	254	268	306	256	228	217	319	197
FIRST QUARTILE	231	241	211	251	183	221	173	231	251	251	221	221	231	241	281	231	201	201	251	178
MEDIAN	241	271	231	281	191	241	183	251	291	291	241	241	251	261	316	251	221	211	301	191
THIRD QUARTILE	271	281	271	301	211	251	211	271	316	316	261	261	271	291	316	271	251	231	426	221
NO. COMPANIES	20	10	25	33	27	30	15	23	15	16	19	20	28	34	30	15	24	21	8	7
NO. EMPLOYEES	356	120	498	822	1710	2508	828	557	221	53	1100	214	2477	2656	2349	860	204	1947	85	410

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	293	318	253	300	237	258	211	223	286	305	289	247	256	279	351	394	246	220	310	240
FIRST QUARTILE	231	251	211	241	211	221	168	191	211	261	251	211	221	241	301	338	211	191	251	201
MEDIAN	271	301	241	291	231	251	201	211	281	301	281	241	251	271	338	426	241	201	291	231
THIRD QUARTILE	338	363	271	338	261	281	231	251	301	338	316	261	281	316	388	426	271	231	363	261
NO. COMPANIES	74	50	86	103	80	88	49	62	46	38	63	38	91	96	117	21	105	47	42	29
NO. EMPLOYEES	294	95	466	546	837	804	146	161	203	74	153	119	1462	1391	630	183	252	280	271	44

*(Utilities, Ed., Med., Emp., etc.)

Summary of Weekly Salary Levels for the Twenty Positions in the United States

A	B	C	D	E	F
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A

This table summarizes the salary levels for all of the participating companies in the United States. The data reflects the total number of employees reported by position titles at the various levels of weekly compensation rates.

An "A" has been placed to the left of the number of employees that fall in the salary level representing the average weekly salary of all of the employees reported in that particular job category.

For easy reference, the shaded figures for each job category indicate the number of employees by consecutive salary levels which represent the range from the first quartile to the third quartile inclusively (the middle 50%).

For example, by referring to the position of Executive Secretary/Administrative Assistant you can determine that of a total of 18,824 employees reported, 3,028 received a weekly salary between $326 and $350, and the average of $339 falls within this range. The shaded area covers the salaries between $286 and $400, which includes the first quartile rate of $291 and the third quartile rate of $388.

Looking at the position of Word Processing Operator you can determine that of a total of 6,850 employees reported, 610 employees received a base salary of $246 to $255, and the average weekly salary of $253 falls within this range. The shaded area covers base weekly salaries between $216 and $285, and the first quartile salary of $221 and the third quartile salary of $281 fall within this range.

This procedure can be applied to each position in the survey.

$ WEEKLY RATES	A	B	C	D	E	F
UNDER-135	4		18	1	66	12
136-140	12		11		60	25
141-145	8	4	50	2	164	47
146-150	10	8	48	14	287	61
151-155	21	3	68	6	296	89
156-160	12	1	115	26	525	140
161-165	26	2	162	17	731	207
166-170	49	6	211	58	1102	239
171-175	69	7	232	44	1113	398
176-180	106	4	356	99	1406	532
181-185	106	13	393	98	1541	653
186-195	255	24	926	286	3173	1605
196-205	417	36	1167	398	2784	2296
206-215	569	61	1449	608	2857	2637
216-225	552	92	1333	696A	2606	3450
226-235	633	161	1289	1025	2247	3353
236-245	618	150A	1203	1030	1885	2928
246-255	A 610	161	920	1280	1850	3285
256-265	562	136	845	1092	1474A	2354
266-275	429	173	799	962	879	2431
276-285	377	137	659	1042	1192	1900
286-295	284 A	179	488A	806	409	1549
296-305	236	153	354	804	425	1242
306-325	331	211	637	1218	403	2030
326-350	196	206	363	902	1147	1501
351-375	138	127	196	1342	234	1917
376-400	98	84	150	363	249	662
401-450	88	78	145	461	122	599
451-500	28	25	37	294	30	155
501-OVER	6	8	21	139	5	109
TOTAL	6850	2250	14645	15109	31262	38406

FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
G	H	I	J	K	L	M	N	O	P	Q	R	S	T

NUMBER OF EMPLOYEES BY JOB RATES - 1983

TOTAL UNITED STATES

JOB CATEGORY G	H	I	J	K	L	M	N	O	P	Q	R	S	T	TOTAL
118	118	17	4	5	79	18	7	2		19	48	35	2	573
145	64	7	3	3	20	7	2		1	14	29	10	12	425
149	88	19		5	58	21	3	2		11	75	11	5	722
325	162	36	2	108	65	30	16	1		27	119	32	14	1365
316	151	31	19	11	94	37	8			25	136	18	13	1342
530	212	90	9	5	119	89	15	2		74	217	58	20	2259
598	275	61	8	21	232	150	45		1	71	344	83	37	3071
624	303	100	22	26	235	292	77	1	1	82	455	105	82	4070
702	334	101	35	21	462	288	66	9	2	117	466	83	33	4582
565	356	84	47	33	473	396	108	31	2	150	696	173	128	5745
519	309	89	19	44	378	367	210	7	2	174	643	211	92	5868
A1014	603	192	78	95	1479	1233	389	28	20	362	1740	564	144	14210
737	583	249	120	239	736	1750	1048	55	84	533	1728	803	145	15908
736	A 501	285	127	290	1129	1748	1073	119	149	605	1662	887	132	17624
682	449	251	163	364	A 663	2217	1440	338	184	610	A1923	956	168	19137
403	383	277	155	377	655	2571	1799	263	168	A 577	1286	1062	102	18786
324	314	371	173	491	447	2765	2330	362	188	457	1950	1022	A 109	19117
347	359	213	180	632	478	3251	2719	532	353	404	977	1038	86	19675
108	203	206	160	509	464	A2382	2799	592	208	311	788	988	89	16270
119	186	178	131	A 428	238	2675	2725	828	227	225	511	845	49	15038
88	79	A 214	A 141	474	192	2384	2808	992	203	219	419	791	75	14386
39	81	165	185	396	119	1507	A2696	1091	222	120	964	660	58	12018
53	109	197	131	239	116	1455	2398	1079	A 212	116	123	607	380	10429
59	112	310	248	676	201	1717	4083	2528	323	190	167	A1061	55	16556
30	43	156	193	373	271	1768	4095	A3028	435	101	148	1053	46	16055
13	29	199	114	195	263	648	2028	1851	218	67	71	755	14	10419
22	37	274	89	220	32	421	2021	1508	160	29	73	1231	20	7743
16	22	783	57	111	17	369	920	2293	226	22	49	4168	6	10552
	7	43	39	64	17	45	313	862	120	10	15	284	4	2392
5	1	9	40	30	11	17	67	420	26	1	3	108	1	1027
9386		5207		6485		32618		18824		5723		19702		
	6473		2692		9743		38308		3735		17825		2121	287364

	WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

CANADA

BRANTFORD, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — S. IVANCIC RAYMOND INDUST. EQUIP. LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	266	329	260	305	-	-	-	311	268	-	307	316	366	-	252	249	306	-
FIRST QUARTILE	-	-	221	291	211	271	-	-	-	251	211	-	271	271	291	-	221	221	271	-
MEDIAN	-	-	261	316	271	316	-	-	-	316	261	-	301	301	388	-	261	251	291	-
THIRD QUARTILE	-	-	316	363	291	363	-	-	-	363	316	-	338	363	426	-	281	261	301	-
NO. COMPANIES	-	-	17	18	15	13	-	-	-	13	15	-	12	15	15	-	16	9	5	-
NO. EMPLOYEES	-	-	24	29	39	46	-	-	-	15	18	-	25	39	25	-	18	19	11	-

CALGARY, AB

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. S. LEOPOLD HUNT PERSONNEL & TEMP. YOURS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	373	432	337	364	298	344	274	261	396	373	378	318	367	389	450	427	307	297	-	-
FIRST QUARTILE	338	388	281	291	271	338	241	221	316	316	316	301	316	338	426	388	281	271	-	-
MEDIAN	388	426	316	363	316	338	281	251	426	316	363	316	388	388	476	426	301	316	-	-
THIRD QUARTILE	426	476	363	426	316	338	301	291	476	388	426	338	388	426	501	476	316	316	-	-
NO. COMPANIES	15	7	17	20	18	13	8	11	6	8	14	6	18	18	24	5	25	16	-	-
NO. EMPLOYEES	43	10	80	76	145	119	31	47	11	14	22	11	50	101	51	85	36	57	-	-

EDMONTON, AB

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — D. H. GLEDHOW H. T. HIGINBOTHAM, LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	330	382	322	394	292	297	342	353	358	389	347	381	442	-	335	284	-	-
FIRST QUARTILE	-	-	301	338	271	338	271	261	271	301	316	363	301	338	426	-	316	251	-	-
MEDIAN	-	-	316	363	338	388	291	291	338	338	363	388	338	363	426	-	338	271	-	-
THIRD QUARTILE	-	-	363	426	363	426	316	316	426	388	388	426	426	426	476	-	363	301	-	-
NO. COMPANIES	-	-	12	16	11	13	5	7	6	9	13	5	12	13	10	-	15	11	-	-
NO. EMPLOYEES	-	-	54	64	146	278	29	18	10	17	23	46	176	172	123	-	58	107	-	-

GRAND VALLEY, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. M. C. KORT KELLY SERVICES LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	272	-	260	318	255	283	210	224	310	288	299	283	278	313	357	-	259	249	281	236
FIRST QUARTILE	241	-	231	271	231	261	191	201	261	231	271	261	251	291	316	-	231	221	221	211
MEDIAN	261	-	251	316	251	281	201	221	301	271	291	281	281	316	363	-	261	241	261	241
THIRD QUARTILE	291	-	281	338	281	301	211	231	338	316	316	291	301	338	388	-	281	281	338	271
NO. COMPANIES	22	-	47	54	33	47	15	28	20	33	48	13	42	57	52	-	65	31	24	8
NO. EMPLOYEES	39	-	125	120	446	420	52	53	30	42	92	29	446	360	138	-	76	105	87	14

HAMILTON, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — H. STANNARD CANADIAN LIQUID AIR

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	327	373	293	360	281	325	307	287	314	369	404	341	339	383	380	-	308	278	384	-
FIRST QUARTILE	281	301	241	281	231	261	251	211	261	301	316	271	301	338	316	-	241	241	316	-
MEDIAN	316	388	291	338	271	301	281	251	316	388	426	301	316	388	363	-	291	271	388	-
THIRD QUARTILE	388	426	316	426	316	363	388	363	363	426	501	426	388	426	426	-	338	291	476	-
NO. COMPANIES	19	19	38	44	40	40	28	23	14	33	31	18	38	54	45	-	59	29	30	-
NO. EMPLOYEES	77	94	120	188	313	232	141	39	18	136	73	83	263	369	297	-	106	219	165	-

LONDON, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — K. SCOTT INTERBAKE FOODS LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	285	-	261	318	291	365	194	233	332	343	294	279	266	324	369	-	277	235	329	-
FIRST QUARTILE	221	-	231	281	281	338	143	211	143	231	261	261	241	301	338	-	261	178	271	-
MEDIAN	281	-	261	301	301	363	173	231	363	338	316	271	261	338	388	-	281	251	316	-
THIRD QUARTILE	316	-	291	338	316	388	221	251	426	426	338	316	338	363	426	-	316	281	316	-
NO. COMPANIES	9	-	17	20	12	20	8	14	8	8	14	8	10	15	17	-	22	14	7	-
NO. EMPLOYEES	49	-	68	67	214	482	17	17	21	17	30	10	49	88	57	-	38	47	36	-

OTTAWA, ON

R. J. DAVIDSON
AMS OTTAWA CHAPTER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	-	-	336	350	325	-	-	-	-	-	313	369	-	-	-	279	-	-
FIRST QUARTILE	-	-	-	-	281	281	338	-	-	-	-	-	251	291	-	-	-	251	-	-
MEDIAN	-	-	-	-	338	338	338	-	-	-	-	-	281	363	-	-	-	271	-	-
THIRD QUARTILE	-	-	-	-	388	388	338	-	-	-	-	-	363	426	-	-	-	271	-	-
NO. COMPANIES	-	-	-	-	5	5	3	-	-	-	-	-	3	5	-	-	-	5	-	-
NO. EMPLOYEES	-	-	-	-	32	67	19	-	-	-	-	-	17	28	-	-	-	22	-	-

VANCOUVER, BC

MRS. C. LEDDING
B. C. HYDRO AND POWER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	358	404	322	406	309	349	273	274	-	413	404	-	371	417	434	-	333	290	406	-
FIRST QUARTILE	316	388	281	388	261	301	231	251	-	338	363	-	338	363	363	-	271	261	338	-
MEDIAN	338	388	316	426	316	338	261	271	-	426	388	-	363	426	426	-	338	271	426	-
THIRD QUARTILE	426	426	338	426	338	363	301	291	-	476	426	-	426	476	501	-	388	316	476	-
NO. COMPANIES	8	5	15	17	7	13	8	9	-	9	10	-	10	15	13	-	19	11	9	-
NO. EMPLOYEES	24	14	91	170	25	103	14	19	-	16	20	-	26	64	28	-	23	36	21	-

VICTORIA, BC

MS. G. TAPLEY
AMS VICTORIA CHAPTER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	274	292	254	244	-	-	215	220	265	286	259	256	253	-	-	-	-	229	-	-
FIRST QUARTILE	261	281	251	241	-	-	211	201	241	261	241	251	241	-	-	-	-	221	-	-
MEDIAN	281	301	251	241	-	-	211	221	261	281	261	251	251	-	-	-	-	231	-	-
THIRD QUARTILE	281	301	261	251	-	-	221	231	281	301	271	261	261	-	-	-	-	231	-	-
NO. COMPANIES	16	13	12	15	-	-	20	20	14	16	14	19	10	-	-	-	-	18	-	-
NO. EMPLOYEES	16	13	13	19	-	-	21	21	16	17	14	19	10	-	-	-	-	20	-	-

EASTERN UNITED STATES

ALBANY, NY

MS. C. WELLS
BLUE CROSS OF NORTHEASTERN N.Y.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	261	-	228	274	213	259	180	206	243	-	277	-	229	249	330	-	215	208	292	-
FIRST QUARTILE	201	-	201	241	194	231	158	178	231	-	241	-	221	251	301	-	178	168	271	-
MEDIAN	221	-	231	271	211	261	183	211	251	-	251	-	221	251	338	-	211	211	301	-
THIRD QUARTILE	271	-	261	301	231	291	191	231	261	-	301	-	241	251	363	-	221	241	316	-
NO. COMPANIES	9	-	11	14	10	14	6	8	8	-	10	-	12	15	15	-	12	7	7	-
NO. EMPLOYEES	19	-	63	62	144	458	23	21	14	-	16	-	151	136	74	-	13	31	91	-

BOSTON, MA

D. A. SAPORITO
RELIANCE INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	252	314	237	280	191	226	177	201	266	274	249	-	265	302	345	-	223	211	276	216
FIRST QUARTILE	221	261	221	241	173	211	158	178	221	211	221	-	251	281	316	-	211	191	241	211
MEDIAN	251	271	231	271	191	221	168	191	261	231	241	-	271	301	338	-	221	221	251	211
THIRD QUARTILE	281	338	261	301	211	241	191	231	301	338	281	-	281	316	363	-	251	231	291	231
NO. COMPANIES	11	5	22	21	16	16	12	17	10	9	15	-	23	21	23	-	24	13	14	7
NO. EMPLOYEES	31	26	217	130	89	207	58	38	29	14	29	-	186	209	122	-	58	53	64	16

BUFFALO, NY

D. JOHNSON, C.A.M.
ODD FELLOW & REBEKAH NURSING HOME

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	262	280	235	279	245	257	202	210	259	264	286	192	242	259	329	-	230	218	286	240
FIRST QUARTILE	211	251	173	201	221	231	168	173	183	201	211	173	211	241	291	-	191	221	231	178
MEDIAN	231	281	241	261	221	271	191	191	251	241	271	183	231	241	301	-	241	221	281	211
THIRD QUARTILE	301	291	271	316	271	281	251	231	301	316	363	201	271	271	363	-	241	221	291	251
NO. COMPANIES	21	12	38	43	26	35	17	29	13	21	36	11	30	40	37	-	47	29	26	11
NO. EMPLOYEES	73	45	237	216	285	545	63	56	45	33	57	424	314	402	163	-	103	426	197	16

CONCORD, NH

MS. L. M. BEAN
BIAPS OF N. H.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	285	-	249	303	257	267	-	-	322	266	272	-	222	238	267	-	231	215	303	-
FIRST QUARTILE	221	-	221	241	224	241	-	-	281	221	211	-	178	201	241	-	201	163	281	-
MEDIAN	291	-	231	291	241	251	-	-	316	241	281	-	201	221	251	-	221	221	316	-
THIRD QUARTILE	301	-	271	338	261	316	-	-	363	316	316	-	261	271	281	-	261	231	316	-
NO. COMPANIES	5	-	12	10	7	11	-	-	6	7	10	-	8	14	12	-	12	5	10	-
NO. EMPLOYEES	16	-	49	48	19	190	-	-	23	24	17	-	29	177	189	-	15	11	119	-

	WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

DELAWARE, DE

B. DETWILER
DELMARVA POWER CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	231	274	212	271	202	237	189	184	253	273	285	207	229	271	303	273	221	194	252	-
FIRST QUARTILE	201	251	168	231	168	191	153	138	211	231	211	191	178	221	241	231	191	168	191	-
MEDIAN	221	301	191	261	183	231	191	173	251	301	251	201	211	251	291	271	211	191	241	-
THIRD QUARTILE	261	301	241	301	231	271	231	211	261	316	338	221	281	316	363	301	231	211	291	-
NO. COMPANIES	14	8	22	19	16	19	8	12	15	6	14	11	19	25	29	8	22	12	16	-
NO. EMPLOYEES	62	25	97	89	212	326	20	31	27	11	20	167	371	318	201	49	46	82	85	-

FINGER LAKES, NY

B. SMITH
RANDO MACHINE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	J	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	248	282	213	-	-	244	-	-	275	-	245	279	281	-	240	221	301	-
FIRST QUARTILE	-	-	221	231	178	-	-	211	-	-	231	-	183	251	231	-	211	211	251	-
MEDIAN	-	-	241	261	231	-	-	211	-	-	231	-	231	251	271	-	221	211	281	-
THIRD QUARTILE	-	-	261	316	241	-	-	241	-	-	291	-	281	301	291	-	251	211	338	-
NO. COMPANIES	-	-	11	13	5	-	-	6	-	-	10	-	8	14	11	-	11	5	9	-
NO. EMPLOYEES	-	-	33	25	40	-	-	13	-	-	20	-	78	66	52	-	14	26	39	-

GREATER BRIDGEPORT, CT

MS. A. HOLLAND
MANPOWER, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	285	-	257	327	232	282	190	226	289	317	280	273	295	304	359	288	272	246	274	242
FIRST QUARTILE	261	-	231	281	201	231	158	191	251	271	241	241	271	251	316	261	251	231	221	211
MEDIAN	281	-	261	316	231	271	191	221	281	301	261	241	301	291	363	291	261	241	261	231
THIRD QUARTILE	301	-	281	363	261	338	221	261	338	363	316	301	338	363	426	316	301	261	301	261
NO. COMPANIES	8	-	15	19	14	17	10	15	10	11	15	4	15	16	18	3	17	9	13	7
NO. EMPLOYEES	23	-	145	71	225	231	53	34	26	22	39	13	243	242	93	41	38	60	68	18

HARRISBURG AREA, PA

M. BONGIORNO
PENNSYLVANIA BLUE SHIELD

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	253	273	292	317	253	292	215	217	259	282	300	198	280	320	350	293	238	266	286	216
FIRST QUARTILE	231	231	271	261	231	261	191	201	221	261	281	178	261	301	316	261	211	251	241	201
MEDIAN	251	271	316	338	271	316	211	211	251	281	316	191	291	338	363	271	231	281	281	211
THIRD QUARTILE	281	291	316	363	281	316	251	231	271	301	316	211	301	338	388	338	261	291	338	231
NO. COMPANIES	20	10	30	30	29	28	15	27	16	15	22	8	26	36	35	5	33	16	16	4
NO. EMPLOYEES	128	15	540	201	1479	885	579	162	60	60	462	145	782	825	205	37	55	1791	278	10

HARTFORD, CT

R. DYER
STATE DEPT. OF EDUCATION

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	243	259	221	256	219	257	180	210	252	286	265	236	264	282	339	290	226	227	267	252
FIRST QUARTILE	231	241	211	241	211	251	168	183	221	261	251	211	251	261	316	271	211	221	241	251
MEDIAN	251	261	221	251	221	251	173	211	251	291	271	251	271	281	338	291	221	231	261	261
THIRD QUARTILE	261	281	231	271	231	271	191	231	281	316	281	261	281	301	363	301	241	241	281	281
NO. COMPANIES	15	12	22	24	25	25	16	20	16	21	18	10	22	28	26	8	22	18	19	9
NO. EMPLOYEES	219	56	263	378	605	1513	133	78	45	61	141	184	1155	888	258	60	73	1467	238	54

LANCASTER, PA

MRS. N. J. KUHN
GREATER LANCASTER DISPOSAL CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	245	-	230	291	232	257	224	218	246	292	246	223	270	275	313	273	236	238	243	-
FIRST QUARTILE	201	-	191	251	201	221	173	191	201	241	221	191	231	251	261	241	211	221	211	-
MEDIAN	261	-	221	271	241	261	241	221	251	281	241	221	271	271	281	261	221	241	231	-
THIRD QUARTILE	271	-	251	316	251	281	261	241	271	338	281	241	301	316	388	301	241	261	261	-
NO. COMPANIES	13	-	25	22	13	28	5	11	15	15	20	10	17	22	23	3	28	13	12	-
NO. EMPLOYEES	37	-	57	53	141	423	33	23	27	26	38	119	129	129	69	18	54	85	79	-

LEHIGH VALLEY, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																MRS. L. B. MARTIN RODALE PRESS, INC.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	231	309	232	308	256	306	241	216	282	307	306	212	292	288	337	328	237	218	277	-
FIRST QUARTILE	191	271	191	251	201	241	211	191	221	231	251	183	221	241	281	261	201	191	211	-
MEDIAN	221	316	231	301	231	301	221	211	271	281	271	211	281	271	316	363	231	221	251	-
THIRD QUARTILE	251	363	261	363	338	388	281	231	363	363	363	241	388	338	388	388	251	231	388	-
NO. COMPANIES	20	14	29	31	26	25	13	24	19	23	27	14	23	38	37	8	30	18	19	-
NO. EMPLOYEES	84	38	102	73	460	389	125	85	99	46	50	200	281	293	148	21	43	132	247	-

METROPOLITAN NEW JERSEY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																J. F. LUCA WITCO CHEMICAL CORP.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	248	-	237	277	207	231	180	199	287	272	260	242	241	295	354	-	-	197	255	-
FIRST QUARTILE	221	-	201	241	183	201	163	178	251	261	211	231	211	271	316	-	-	163	221	-
MEDIAN	251	-	251	281	211	231	178	191	251	261	271	231	251	301	338	-	-	201	241	-
THIRD QUARTILE	271	-	251	301	221	261	191	211	338	316	291	231	261	316	388	-	-	221	261	-
NO. COMPANIES	10	-	12	15	10	11	11	10	5	7	8	4	15	15	17	-	-	9	7	-
NO. EMPLOYEES	40	-	113	160	89	244	122	42	24	10	23	10	197	220	114	-	-	106	19	-

MONTGOMERY COUNTY, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																MRS. P. GREENE AMERICAN OLEAN TILE CO., INC.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	223	-	230	281	201	244	192	188	244	257	257	-	259	299	343	-	221	202	277	198
FIRST QUARTILE	201	-	191	231	173	211	158	163	221	231	231	-	231	271	316	-	191	183	251	173
MEDIAN	231	-	221	271	201	241	179	178	241	251	251	-	261	301	338	-	231	201	281	178
THIRD QUARTILE	251	-	251	301	221	271	211	211	261	291	271	-	281	338	363	-	241	211	301	221
NO. COMPANIES	10	-	18	15	14	14	9	15	13	6	13	-	17	20	20	-	18	15	7	6
NO. EMPLOYEES	29	-	100	37	55	118	27	42	49	14	19	-	260	303	166	-	32	67	64	10

NEW YORK, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																MS. D. BIANCO DELOITTE HASKINS & SELLS			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	288	333	244	297	212	251	199	199	252	240	274	225	263	319	378	377	248	216	327	246
FIRST QUARTILE	251	301	211	251	191	221	178	173	201	201	241	211	251	281	338	338	211	191	338	211
MEDIAN	271	316	241	291	211	231	191	191	241	221	261	211	271	316	363	363	231	201	338	241
THIRD QUARTILE	316	363	271	338	231	271	221	221	291	261	301	211	281	338	426	426	271	231	338	271
NO. COMPANIES	50	26	64	63	49	49	41	63	19	25	42	22	62	72	71	22	63	49	16	35
NO. EMPLOYEES	319	88	379	339	672	1204	393	353	43	98	120	400	1317	1828	934	412	223	513	288	96

PHILADELPHIA, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																M. J. McGUCKIN PSFS			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	244	305	238	312	214	247	195	203	238	249	315	267	251	292	334	307	240	197	260	276
FIRST QUARTILE	211	281	211	231	183	211	163	173	191	211	281	231	231	261	281	261	221	173	231	221
MEDIAN	241	291	221	291	201	221	168	201	201	251	316	231	231	271	316	301	221	191	241	281
THIRD QUARTILE	281	338	271	388	231	261	211	221	291	281	338	261	281	316	388	363	261	221	291	301
NO. COMPANIES	27	13	38	38	29	28	28	35	9	18	26	10	34	41	38	9	28	26	24	16
NO. EMPLOYEES	191	53	245	249	553	482	171	124	19	33	120	21	821	1061	432	52	95	262	410	32

PITTSBURGH, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																MS. E. J. COLBORN BITUMINOUS COAL RESEARCH, INC.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	279	317	245	340	211	261	185	210	291	297	322	286	249	272	354	310	239	239	254	258
FIRST QUARTILE	231	241	191	251	178	211	163	173	201	251	231	211	201	211	281	291	201	183	211	183
MEDIAN	261	291	221	301	201	241	173	201	231	271	301	251	241	251	338	301	231	211	231	231
THIRD QUARTILE	301	426	261	476	231	301	201	211	426	338	426	301	281	316	426	338	271	261	291	338
NO. COMPANIES	33	16	53	58	41	58	20	38	26	38	41	15	55	65	64	11	59	33	24	11
NO. EMPLOYEES	127	22	249	293	379	710	93	122	60	110	107	35	537	960	490	30	90	180	186	28

PORTLAND, ME

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																J. TRUEWORTHY BANCROFT & MARTIN			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	209	274	221	253	176	224	158	181	247	253	243	178	242	269	296	258	210	203	224	-
FIRST QUARTILE	178	221	201	221	163	191	138	143	191	211	201	153	221	241	261	231	183	173	201	-
MEDIAN	201	241	221	251	173	221	153	163	231	241	241	168	241	271	281	261	211	211	221	-
THIRD QUARTILE	241	316	241	271	183	251	173	191	261	291	271	191	271	316	316	281	221	221	241	-
NO. COMPANIES	10	10	21	24	11	19	11	14	8	11	16	8	16	21	26	3	27	10	14	-
NO. EMPLOYEES	25	10	57	53	128	140	40	26	16	16	27	142	138	118	60	46	37	79	125	-

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

PROVIDENCE, RI

A. F. WRIGHT
AMS PROVIDENCE CHAPTER

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	210	241	217	249	195	215	199	194	236	207	222	-	229	228	257	236	215	195	244	-
FIRST QUARTILE	178	183	201	211	178	201	163	191	211	178	201	-	211	168	178	191	201	168	221	-
MEDIAN	211	241	211	241	191	211	201	191	221	178	201	-	231	231	271	231	211	183	241	-
THIRD QUARTILE	231	291	231	271	201	221	221	201	261	221	231	-	241	261	301	271	221	201	251	-
NO. COMPANIES	10	9	9	19	10	13	8	7	7	7	10	-	11	14	13	3	21	8	10	-
NO. EMPLOYEES	18	17	22	45	42	122	17	24	17	27	25	-	51	86	95	35	36	84	51	-

READING, PA

MRS. B. M. LEHMAN
HAMILTON BANK

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	239	-	227	317	233	261	246	220	373	342	319	-	234	285	335	-	262	197	260	187
FIRST QUARTILE	221	-	201	241	191	221	183	178	316	251	261	-	211	231	281	-	211	178	231	178
MEDIAN	231	-	211	291	201	231	191	201	426	363	316	-	231	261	316	-	221	191	241	183
THIRD QUARTILE	251	-	231	388	241	271	301	241	426	388	363	-	241	316	363	-	281	201	261	191
NO. COMPANIES	10	-	15	20	15	20	6	15	9	7	13	-	17	19	20	-	13	10	11	4
NO. EMPLOYEES	39	-	121	74	300	261	18	28	31	12	39	-	181	179	95	-	20	93	99	18

SOUTHERN CONNECTICUT

P. McGIVNEY
ETHAN ALLEN INC.

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	271	350	288	279	209	252	198	206	259	286	275	205	272	308	360	326	240	235	286	231
FIRST QUARTILE	241	338	221	231	191	221	178	183	231	231	251	191	241	291	338	301	221	211	221	191
MEDIAN	271	363	241	261	201	241	191	201	261	281	271	231	271	316	363	338	241	231	271	241
THIRD QUARTILE	291	363	271	301	231	271	211	221	281	338	301	221	291	338	388	338	251	261	363	241
NO. COMPANIES	19	11	27	25	19	20	11	25	10	11	23	11	26	33	34	8	24	16	10	8
NO. EMPLOYEES	96	28	133	191	170	196	43	84	83	17	121	186	424	933	458	29	54	107	127	12

SYRACUSE, NY

O

MS. S. RORKE
RADISSON COMMUNITY ASSN.

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	224	264	248	280	207	231	184	199	280	309	268	-	222	275	304	261	231	175	268	-
FIRST QUARTILE	191	231	201	241	178	201	153	163	201	291	221	-	201	231	271	241	201	163	221	-
MEDIAN	221	251	251	271	191	221	173	191	301	316	271	-	211	281	301	251	221	168	251	-
THIRD QUARTILE	241	281	271	316	231	251	191	221	316	338	316	-	241	301	338	291	251	191	281	-
NO. COMPANIES	14	8	19	25	17	18	14	14	9	7	16	-	15	20	21	7	22	12	13	-
NO. EMPLOYEES	47	11	95	108	191	362	99	41	36	15	34	-	74	96	65	18	26	66	125	-

TRIPLE CITIES, NY

R. STEMPHOSKI
NEW YORK STATE ELEC. & GAS CO.

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	212	278	202	233	173	210	271	260	300	186	234	262	329	248	212	187	233	-
FIRST QUARTILE	-	-	178	231	168	191	148	211	201	231	251	173	201	201	281	221	183	163	201	-
MEDIAN	-	-	201	251	211	221	153	211	281	241	291	178	241	261	338	241	211	191	231	-
THIRD QUARTILE	-	-	241	316	221	271	183	211	316	291	338	191	261	301	363	251	231	201	271	-
NO. COMPANIES	-	-	9	11	10	13	6	7	10	8	10	6	8	11	11	3	11	5	6	-
NO. EMPLOYEES	-	-	38	43	100	108	16	11	32	10	15	68	69	45	28	21	20	32	34	-

WESTCHESTER, NY

B. WIGGIN
COVER TEMP./GATEWAY CAREERS

TOTAL ALL TYPES OF BUSINESS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	279	301	243	295	215	250	195	199	224	297	290	208	281	325	373	342	228	210	299	216
FIRST QUARTILE	241	261	201	251	183	221	168	168	201	241	251	163	241	281	316	291	201	191	251	191
MEDIAN	291	291	241	281	201	251	191	191	211	291	271	178	281	338	363	338	221	211	291	201
THIRD QUARTILE	316	316	281	338	241	271	221	221	251	316	316	221	316	338	426	363	261	221	338	241
NO. COMPANIES	32	18	40	44	43	40	22	39	20	21	33	11	42	53	50	8	51	30	25	13
NO. EMPLOYEES	107	42	150	192	414	449	88	103	48	33	71	46	378	490	280	24	77	351	267	29

WESTERN MASSACHUSETTS

B. SCOUGALL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY													EMPLOYEE ASSOC. OF WESTERN MASS.					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	226	247	219	225	193	222	182	202	240	243	250	193	252	270	323	256	219	206	267	216
FIRST QUARTILE	201	221	191	191	178	201	163	178	211	211	211	163	241	251	291	221	191	191	221	191
MEDIAN	221	241	221	221	191	221	178	191	241	231	251	173	241	271	338	251	211	191	251	211
THIRD QUARTILE	231	271	241	241	201	231	201	221	241	251	271	221	271	291	363	271	241	231	291	221
NO. COMPANIES	25	14	61	70	49	51	22	35	34	42	49	15	41	57	63	6	70	28	45	6
NO. EMPLOYEES	92	27	204	420	370	580	125	121	85	67	80	110	319	389	201	15	125	268	204	11

WORCESTER, MA

MS. Y. T. McGRATH

CMEA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	252	282	236	278	211	235	192	198	288	266	267	222	248	283	331	298	229	226	277	-
FIRST QUARTILE	241	261	201	241	191	201	168	178	261	231	241	191	221	251	301	261	201	201	221	-
MEDIAN	261	291	241	271	211	231	183	191	316	261	251	221	251	281	316	301	231	221	241	-
THIRD QUARTILE	261	291	261	301	231	261	221	221	316	291	291	251	271	316	363	316	251	251	316	-
NO. COMPANIES	28	13	75	85	65	83	19	26	41	51	49	13	59	82	76	6	85	31	54	-
NO. EMPLOYEES	76	20	250	205	596	581	136	72	169	73	77	50	255	393	179	11	140	151	198	-

AKRON, OH

EAST CENTRAL UNITED STATES

H. DANNEMILLER

BETSY ROSS FOODS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	280	307	274	340	235	290	195	226	292	309	326	259	291	347	378	339	239	225	309	240
FIRST QUARTILE	211	271	231	281	191	231	153	191	231	241	291	231	251	291	316	301	201	191	251	211
MEDIAN	271	291	261	338	221	251	178	211	271	281	316	241	271	338	388	363	231	231	281	241
THIRD QUARTILE	338	338	316	388	261	363	231	241	363	363	338	271	316	426	426	363	251	241	388	261
NO. COMPANIES	17	11	33	39	28	34	16	24	17	23	29	15	32	38	37	5	37	29	18	10
NO. EMPLOYEES	73	28	224	265	251	439	86	96	41	55	67	83	779	572	228	27	78	326	105	33

BATTLE CREEK-KALAMAZOO, MI

MS. J. HOLT

GREAT LAKES FEDERAL S. & L. ASSOC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	250	268	280	295	240	267	217	230	-	300	314	212	251	290	352	-	238	217	288	-
FIRST QUARTILE	211	221	211	241	201	231	183	191	-	251	261	178	191	221	316	-	211	183	261	-
MEDIAN	221	251	271	271	221	251	231	221		281	291	191	231	281	338	-	241	211	291	-
THIRD QUARTILE	291	301	316	338	261	291	231	261	-	338	388	231	281	301	388	-	261	231	291	-
NO. COMPANIES	15	12	27	35	22	32	14	15	-	16	19	14	26	35	33	-	29	16	16	-
NO. EMPLOYEES	62	22	162	98	153	255	88	44	-	32	44	119	307	359	136	-	51	118	184	-

BUTLER COUNTY, OH

J. A. MITRONE

SOUTHWESTERN OHIO STEEL INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	225	-	241	283	237	259	200	213	299	253	274	291	272	299	325	-	277	223	316	-
FIRST QUARTILE	211	-	221	261	211	241	173	191	261	211	251	271	231	261	281	-	241	201	301	-
MEDIAN	211	-	241	271	241	251	201	211	281	231	271	291	271	301	338	-	281	221	301	-
THIRD QUARTILE	241	-	251	346	271	281	211	231	338	271	291	301	316	338	363	-	291	231	301	-
NO. COMPANIES	4	-	13	17	13	13	7	9	9	11	11	3	15	14	12	-	17	12	5	-
NO. EMPLOYEES	34	-	90	125	240	437	221	57	16	20	39	12	94	78	52	-	37	175	19	-

CANTON, OH

H. DANNEMILLER

BETSY ROSS FOODS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	265	-	236	287	299	259	199	239	267	-	327	-	310	327	369	-	255	271	341	-
FIRST QUARTILE	211	-	201	231	211	183	168	173	178	-	241	-	231	261	316	-	211	191	251	-
MEDIAN	231	-	221	271	261	221	173	221	221	-	301	-	291	316	363	-	241	271	338	-
THIRD QUARTILE	291	-	251	316	388	301	201	271	363	-	426	-	388	363	426	-	271	363	476	-
NO. COMPANIES	9	-	17	22	14	18	9	12	15	-	15	-	16	23	22	-	18	11	10	-
NO. EMPLOYEES	30	-	93	84	170	237	27	32	25	-	33	-	123	125	51	-	27	73	59	-

CHICAGO, IL

F. ARADO

AMERICAN COLLEGE OF SURGEONS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	271	315	252	290	252	306	205	215	244	299	294	232	286	322	379	335	264	237	271	260
FIRST QUARTILE	241	281	211	251	211	261	173	178	211	261	241	191	251	291	338	316	221	201	221	231
MEDIAN	261	316	241	271	251	291	191	201	221	291	271	221	281	316	388	338	251	221	261	261
THIRD QUARTILE	301	338	271	316	281	338	231	231	261	338	316	251	316	338	426	338	281	251	301	281
NO. COMPANIES	36	25	54	57	45	44	36	49	38	32	41	28	55	58	62	21	57	52	31	21
NO. EMPLOYEES	294	138	492	501	1584	1618	318	279	214	88	127	314	1392	1824	844	58	143	452	351	77

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

CINCINNATI, OH

W. J. SCHUTTE
THE NATIONAL UNDERWRITER CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	256	321	267	301	226	253	187	232	307	309	289	189	270	299	341	285	241	214	326	262
FIRST QUARTILE	221	241	211	261	201	211	163	173	251	241	261	168	241	261	291	241	211	178	241	183
MEDIAN	241	316	271	291	221	241	183	201	281	291	281	183	271	301	338	261	221	201	316	231
THIRD QUARTILE	271	386	291	338	251	281	201	271	388	338	291	201	291	316	363	338	251	251	426	338
NO. COMPANIES	30	23	55	54	45	55	38	45	29	39	47	13	54	62	53	11	61	39	33	17
NO. EMPLOYEES	108	50	287	164	602	1205	218	167	116	69	201	213	660	781	441	66	104	259	440	29

CLEVELAND, OH

E. R. SCHNUPP
ERNST & WHINNEY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	286	281	233	284	217	267	192	203	204	280	292	198	277	309	370	336	241	242	279	-
FIRST QUARTILE	221	241	183	231	178	211	163	138	173	221	241	168	241	271	316	271	211	191	221	-
MEDIAN	261	261	231	261	211	261	183	201	191	261	291	183	271	301	363	316	241	221	261	-
THIRD QUARTILE	363	301	261	301	241	301	221	251	211	301	316	201	316	338	426	363	271	271	316	-
NO. COMPANIES	16	14	29	28	24	26	18	30	8	16	26	10	23	30	30	8	30	17	16	-
NO. EMPLOYEES	103	40	282	190	312	215	44	107	91	24	57	55	277	307	201	12	48	78	142	-

COLUMBUS, OH

MS. D. WOOLSEY
YORK STEAK HOUSE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	222	244	226	266	195	231	173	181	285	287	254	186	245	269	318	-	219	200	235	202
FIRST QUARTILE	191	201	201	211	168	211	163	158	191	231	221	168	221	241	281	-	191	183	201	148
MEDIAN	211	251	221	251	191	221	173	173	281	251	241	178	241	271	316	-	211	201	211	183
THIRD QUARTILE	241	271	241	301	211	251	183	183	363	316	281	191	271	301	363	-	231	211	251	251
NO. COMPANIES	11	11	24	21	18	18	14	20	12	12	15	7	18	25	23	-	21	14	11	7
NO. EMPLOYEES	44	34	89	103	479	385	117	65	32	16	32	166	242	492	176	-	27	105	123	17

DAYTON, OH

MS. C. PALMER
MANPOWER INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	252	278	242	266	199	234	205	196	330	303	267	283	237	264	324	285	229	235	255	210
FIRST QUARTILE	221	261	201	231	178	201	183	168	301	241	241	241	201	241	281	251	201	201	211	183
MEDIAN	241	271	231	261	191	231	191	191	363	291	271	291	231	251	316	271	231	241	241	211
THIRD QUARTILE	271	281	271	301	221	261	231	211	363	338	301	338	271	291	363	316	251	261	271	231
NO. COMPANIES	18	9	28	33	25	27	16	19	17	12	20	7	23	34	31	6	35	11	15	9
NO. EMPLOYEES	79	14	126	137	242	287	74	54	65	21	37	37	204	348	145	102	80	94	167	16

EVANSVILLE, IN

MS. P. GALBRAITH
VISITING NURSE ASSOC. S.W. IND.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	-	236	266	230	213	189	211	231	244	235	184	238	282	294	-	222	224	241	213
FIRST QUARTILE	183	-	191	221	168	183	153	163	183	191	191	163	201	231	231	-	201	178	211	173
MEDIAN	221	-	241	231	201	211	191	221	231	251	221	178	241	281	281	-	211	241	241	231
THIRD QUARTILE	271	-	281	316	261	221	211	251	251	251	261	191	271	316	338	-	251	261	271	241
NO. COMPANIES	8	-	15	20	15	20	8	10	11	9	16	9	17	20	20	-	23	10	16	8
NO. EMPLOYEES	13	-	62	60	147	221	29	40	28	17	20	105	184	256	95	-	43	59	97	11

FORT WAYNE, IN

MS. C. FRAME
SUMMIT HEALTH

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	254	257	282	287	234	285	249	218	247	281	290	218	272	298	316	-	236	240	262	-
FIRST QUARTILE	251	211	251	231	191	241	231	168	201	241	241	178	231	251	271	-	211	211	211	-
MEDIAN	251	231	281	261	231	301	271	211	241	261	271	201	271	271	316	-	241	241	261	-
THIRD QUARTILE	261	316	301	363	271	301	271	241	261	316	363	241	301	363	363	-	241	241	261	-
NO. COMPANIES	12	8	24	32	27	30	11	18	13	14	21	13	25	30	29	-	26	20	14	-
NO. EMPLOYEES	51	18	208	121	318	442	91	31	28	21	57	92	332	217	135	-	56	131	123	-

HUNTINGTON, WV

DR. S. ANDERSON
MARSHALL UNIVERSITY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	259	-	256	285	253	255	197	-	-	-	282	244	270	321	360	-	234	211	289	-
FIRST QUARTILE	211	-	221	241	211	221	191	-	-	-	251	143	241	271	281	-	201	173	231	-
MEDIAN	231	-	261	261	231	251	201	-	-	-	281	241	281	316	338	-	221	231	251	-
THIRD QUARTILE	271	-	261	301	241	261	201	-	-	-	316	291	291	363	426	-	241	231	338	-
NO. COMPANIES	10	-	8	7	8	11	4	-	-	-	7	6	9	10	11	-	10	7	7	-
NO. EMPLOYEES	24	-	24	10	84	69	12	-	-	-	11	17	56	61	33	-	14	39	48	-

INDIANAPOLIS, IN

R. M. TAYLOR, C.A.M.
AMER. LUNG ASSOC. OF CENTRAL IND.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	247	268	225	285	234	294	198	219	234	293	264	259	288	288	322	280	218	214	361	246
FIRST QUARTILE	201	231	183	221	183	241	158	168	201	231	231	211	221	241	271	231	191	183	251	191
MEDIAN	221	251	211	251	221	291	173	191	231	281	261	251	261	281	316	261	211	211	426	191
THIRD QUARTILE	281	271	251	338	251	363	211	251	261	338	291	363	338	316	363	316	241	241	426	338
NO. COMPANIES	35	19	40	49	34	36	28	33	23	22	31	11	40	40	47	11	43	22	22	10
NO. EMPLOYEES	128	31	236	317	782	1376	161	91	58	29	54	49	441	382	207	26	71	210	438	16

LANSING, MI

MS. J. WALDO
FARM BUREAU MARKETING CORP. OF MI.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	248	-	-	331	205	236	-	-	-	-	301	356	-	-	-	238	320	-
FIRST QUARTILE	-	-	221	-	-	281	163	191	-	-	-	-	251	271	-	-	-	241	241	-
MEDIAN	-	-	251	-	-	338	191	201	-	-	-	-	261	281	-	-	-	241	241	-
THIRD QUARTILE	-	-	261	-	-	388	211	271	-	-	-	-	388	476	-	-	-	241	501	-
NO. COMPANIES	-	-	8	-	7	6	5	4	-	5	-	-	6	6	-	-	-	5	4	-
NO. EMPLOYEES	-	-	38	-	-	127	52	21	-	-	-	-	56	32	-	-	-	70	18	-

NORTH/WEST CHICAGO, IL

P. E. BIBLER
EKCO HOUSEWARES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	283	321	245	315	211	250	188	211	230	258	293	272	264	315	362	-	228	222	286	235
FIRST QUARTILE	251	301	231	281	191	221	163	173	191	241	261	231	241	291	338	-	211	201	231	201
MEDIAN	291	301	241	316	211	251	183	201	231	251	291	241	271	316	363	-	231	221	271	211
THIRD QUARTILE	301	338	261	338	231	281	201	241	241	281	316	291	281	338	388	-	251	241	338	271
NO. COMPANIES	12	5	15	16	15	16	12	19	10	9	11	4	13	20	20	-	19	12	8	5
NO. EMPLOYEES	63	16	126	163	269	147	37	60	17	42	29	10	140	648	154	-	36	52	50	28

PEORIA, IL

M. MILROY
LOGAN PRINTING CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	266	-	-	311	211	232	-	197	251	328	236	-	223	267	347	-	251	221	279	-
FIRST QUARTILE	211	-	-	251	183	191	-	163	191	251	183	-	173	201	281	-	201	183	211	-
MEDIAN	261	-	-	271	201	221	-	183	211	281	183	-	221	261	338	-	221	231	251	-
THIRD QUARTILE	291	-	-	338	221	241	-	201	261	363	261	-	251	316	426	-	271	251	261	-
NO. COMPANIES	10	-	-	15	16	20	-	13	8	8	12	-	13	17	16	-	17	9	8	-
NO. EMPLOYEES	26	-	-	60	154	247	-	34	18	12	22	-	138	158	28	-	20	46	19	-

PORT HURON, MI

H. STIVER
SOUTHEASTERN MICHIGAN GAS CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	237	289	199	241	-	250	299	319	305	207	242	269	326	-	192	227	263	-
FIRST QUARTILE	-	-	201	241	178	221	-	168	241	301	261	191	201	251	291	-	153	183	221	-
MEDIAN	-	-	241	291	191	231	-	261	316	338	316	201	231	271	316	-	191	241	241	-
THIRD QUARTILE	-	-	261	316	221	261	-	316	338	338	363	211	271	281	338	-	221	261	291	-
NO. COMPANIES	-	-	15	23	10	18	-	5	8	13	13	8	21	18	20	-	20	13	12	-
NO. EMPLOYEES	-	-	45	57	40	66	-	11	13	32	20	75	78	60	30	-	32	63	63	-

ROCKFORD, IL

MS. J. G. HALVORSON
REGIONAL OFFICE OF EDUCATION

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	227	271	207	240	186	203	267	248	274	-	243	282	324	-	235	208	338	-
FIRST QUARTILE	-	-	201	251	178	221	168	178	221	231	241	-	241	261	301	-	211	173	281	-
MEDIAN	-	-	221	261	211	231	183	201	241	241	261	-	241	271	316	-	231	201	316	-
THIRD QUARTILE	-	-	241	291	231	261	191	221	316	261	291	-	261	316	338	-	261	231	388	-
NO. COMPANIES	-	-	27	26	24	26	13	16	15	25	21	-	23	30	29	-	30	15	15	-
NO. EMPLOYEES	-	-	76	90	205	214	40	23	37	42	37	-	209	136	77	-	44	63	61	-

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

TOLEDO AREA, OH

DR. M. C. ROBON
UNIVERSITY OF TOLEDO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	276	300	254	303	258	259	218	227	282	287	319	206	280	324	377	299	262	265	307	274
FIRST QUARTILE	231	261	211	251	221	231	168	201	221	231	261	168	261	291	316	251	231	241	241	241
MEDIAN	261	301	241	291	251	251	201	231	261	281	291	183	281	316	363	291	261	261	291	281
THIRD QUARTILE	336	316	281	336	291	261	251	261	301	316	363	231	316	363	426	316	301	271	363	291
NO. COMPANIES	24	12	52	55	36	48	22	33	25	28	41	23	37	54	43	6	54	28	27	13
NO. EMPLOYEES	78	16	187	144	332	689	108	59	46	50	77	243	391	378	188	29	104	172	183	35

WEST MICHIGAN

MS. J. L. GRINCZEL
OLD KENT BANK & TRUST CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	267	321	236	297	238	271	184	221	265	285	284	273	280	297	349	294	237	208	260	246
FIRST QUARTILE	231	261	231	261	231	221	158	211	221	231	261	211	251	281	316	261	221	178	201	231
MEDIAN	271	338	231	301	241	271	173	221	261	281	271	261	281	291	338	291	231	201	251	231
THIRD QUARTILE	291	363	241	316	251	301	221	231	291	338	301	338	316	316	388	316	251	241	301	281
NO. COMPANIES	18	12	22	27	20	22	15	20	18	8	22	8	16	30	32	10	35	15	16	10
NO. EMPLOYEES	79	17	246	145	292	301	52	69	50	29	70	22	210	261	162	75	87	98	289	30

DES MOINES, IA

WEST CENTRAL UNITED STATES

B. SCHAEFER
FARMLAND INS.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	230	255	228	263	203	235	179	195	225	274	258	204	242	274	329	281	226	205	247	208
FIRST QUARTILE	211	221	201	241	183	201	163	163	183	221	231	135	221	241	281	221	201	191	201	178
MEDIAN	231	251	221	251	201	231	173	183	211	281	251	201	241	271	316	271	221	201	231	191
THIRD QUARTILE	251	281	251	291	221	251	183	231	261	338	271	251	271	316	363	316	231	211	291	231
NO. COMPANIES	39	27	53	57	51	52	33	43	33	24	40	19	43	54	49	15	55	36	26	13
NO. EMPLOYEES	206	63	379	242	1021	1362	235	133	80	40	137	69	768	455	163	32	98	591	354	20

DULUTH, MN

ROD McKENZIE
MAIN HURDMAN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	211	-	226	271	214	245	188	188	-	-	-	206	221	261	296	-	217	239	-	-
FIRST QUARTILE	191	-	191	251	191	241	178	153	-	-	-	191	191	251	291	-	201	221	-	-
MEDIAN	191	-	231	271	211	251	191	183	-	-	-	191	231	261	291	-	211	241		-
THIRD QUARTILE	231	-	251	291	241	251	201	191	-	-	-	221	241	271	301	-	221	241	-	-
NO. COMPANIES	3	-	4	6	5	4	4	3	-	-	-	3	3	5	4	-	5	4	-	-
NO. EMPLOYEES	14	-	64	28	110	102	50	14	-	-	-	76	14	62	24	-	14	140	-	-

FARGO-MOORHEAD, ND

J. L. LARSON
THE NEUROLOGIC ASSOCIATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	226	-	230	278	181	199	176	184	248	286	284	218	233	241	322	-	215	248	220	-
FIRST QUARTILE	173	-	201	231	158	173	138	148	201	211	241	201	201	221	281	-	191	231	201	-
MEDIAN	211	-	231	281	168	183	173	158	251	271	291	201	241	241	316	-	221	251	201	-
THIRD QUARTILE	271	-	261	316	191	211	201	201	281	338	316	231	251	251	338	-	221	271	241	-
NO. COMPANIES	14	-	27	23	19	16	8	11	10	9	11	9	20	29	25	-	22	4	8	-
NO. EMPLOYEES	30	-	71	45	87	122	12	13	14	12	11	34	113	78	52	-	46	68	35	-

KANSAS CITY, MO

L. QUIGLEY
KANSAS CITY LIFE INS. CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	254	287	227	266	222	248	194	188	280	287	276	246	252	274	327	310	238	206	266	286
FIRST QUARTILE	231	241	191	241	191	201	173	158	183	221	261	231	231	231	291	281	201	191	251	271
MEDIAN	241	301	221	261	211	231	211	173	241	261	261	231	251	271	316	301	221	211	271	316
THIRD QUARTILE	291	338	251	281	241	281	211	211	388	363	291	251	271	316	363	363	271	211	281	316
NO. COMPANIES	9	10	20	18	15	14	11	14	10	8	14	7	13	18	16	6	17	13	5	6
NO. EMPLOYEES	26	17	133	95	349	281	69	43	18	19	35	24	222	204	119	15	34	77	26	14

LINCOLN, NE

B. HANRATH
OVALTINE PRODUCTS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	214	233	249	279	188	215	166	191	257	265	251	267	233	258	306	241	204	226	309	236
FIRST QUARTILE	191	221	221	251	173	191	148	168	221	201	221	201	211	221	261	221	183	173	231	178
MEDIAN	211	221	241	281	183	211	163	173	231	221	241	221	221	241	301	231	191	201	301	211
THIRD QUARTILE	221	241	271	301	201	231	173	201	281	338	261	338	251	281	338	251	221	281	388	291
NO. COMPANIES	19	13	33	31	23	27	16	26	22	16	19	12	26	36	36	6	39	20	20	8
NO. EMPLOYEES	74	51	300	164	451	313	57	39	91	22	44	56	218	273	126	23	73	124	144	17

MADISON, WI

MS. C. HULL
FLAD & ASSOC. OF MADISON, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	240	292	218	260	198	277	168	201	259	282	276	219	231	266	327	281	236	208	217	-
FIRST QUARTILE	211	241	191	221	178	221	148	168	191	241	221	178	211	241	301	271	211	178	201	-
MEDIAN	231	271	201	241	201	241	163	183	231	281	261	201	231	261	338	291	231	201	211	-
THIRD QUARTILE	261	301	241	281	211	363	178	221	316	301	316	251	251	281	338	291	261	241	231	-
NO. COMPANIES	18	10	23	29	23	22	17	20	14	13	15	10	19	28	26	6	26	16	10	-
NO. EMPLOYEES	116	27	99	158	244	153	271	59	38	27	22	31	72	152	94	11	47	248	149	-

MID-MISSOURI

MS. C. WOOD
UNIV. OF MO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	246	311	230	277	230	300	215	203	287	299	286	202	215	257	290	-	203	249	250	-
FIRST QUARTILE	231	301	201	241	221	281	201	191	241	251	251	178	191	231	261	-	178	221	201	-
MEDIAN	241	316	221	281	241	316	221	201	281	281	301	191	201	241	281	-	191	251	251	-
THIRD QUARTILE	281	316	241	316	241	316	221	211	316	316	316	201	221	281	301	-	221	281	281	-
NO. COMPANIES	11	9	20	21	12	17	9	11	9	11	16	6	17	19	20	-	16	16	6	-
NO. EMPLOYEES	80	13	134	171	263	371	132	29	40	16	34	33	578	417	196	-	44	215	25	-

MILWAUKEE, WI

MS. J. M. MUELLER
WISCONSIN GAS COMPANY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	259	311	251	304	239	269	205	224	315	277	319	264	282	318	382	322	250	234	328	258
FIRST QUARTILE	231	261	211	271	211	241	168	191	231	241	271	211	251	281	316	271	211	201	281	221
MEDIAN	251	291	241	291	241	271	191	211	316	261	301	251	271	316	363	301	251	221	316	261
THIRD QUARTILE	291	338	281	338	281	291	231	241	426	301	363	301	316	338	426	363	281	261	388	281
NO. COMPANIES	36	25	52	50	38	49	34	40	26	33	37	29	44	53	54	10	59	42	26	14
NO. EMPLOYEES	141	51	258	247	469	618	128	124	88	56	80	45	338	792	317	28	103	312	277	28

MINNEAPOLIS-ST. PAUL, MN

R. E. DONNELLY
NASH-FINCH COMPANY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	262	294	238	285	216	248	196	208	288	272	287	208	266	285	338	309	234	215	283	218
FIRST QUARTILE	241	251	211	251	191	221	178	178	241	221	241	191	241	261	338	271	211	191	241	201
MEDIAN	261	301	231	281	211	241	191	201	251	261	281	201	261	281	338	316	231	211	271	211
THIRD QUARTILE	281	338	271	316	231	261	211	241	316	291	316	221	291	301	338	338	261	231	316	231
NO. COMPANIES	68	44	94	120	84	89	57	80	49	57	75	27	85	116	110	26	128	57	54	31
NO. EMPLOYEES	256	92	541	526	647	701	264	234	225	93	115	210	744	1285	852	194	286	250	307	48

OMAHA, NE

P. G. BOOKMEYER
METRO. TECH. COMMUNITY COLLEGE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	213	262	213	252	194	239	160	172	220	286	267	229	219	248	317	267	215	202	272	205
FIRST QUARTILE	183	211	183	221	168	221	148	158	201	211	211	191	183	211	261	211	178	173	231	153
MEDIAN	211	251	201	241	191	231	153	168	211	281	251	221	211	241	291	251	221	183	231	201
THIRD QUARTILE	241	316	231	281	211	281	168	173	231	316	301	241	231	271	388	316	241	241	316	211
NO. COMPANIES	11	6	22	29	21	25	12	17	9	13	13	12	19	26	22	7	24	13	10	8
NO. EMPLOYEES	97	16	101	138	263	276	93	68	23	17	16	57	203	233	60	14	41	131	65	16

QUAD CITIES, IA

MS. R. RISTAU
DEERE & CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	245	-	271	325	246	282	202	-	-	276	282	251	282	307	380	-	243	189	304	-
FIRST QUARTILE	221	-	221	231	211	231	173	-	-	221	221	221	241	271	338	-	201	148	211	-
MEDIAN	241	-	251	301	241	291	191	-	-	261	271	241	291	301	363	-	231	173	316	-
THIRD QUARTILE	261	-	301	386	281	316	221	-	-	301	363	291	316	338	426	-	261	221	388	-
NO. COMPANIES	15	-	19	20	17	20	16	-	-	11	13	9	14	23	19	-	23	10	15	-
NO. EMPLOYEES	49	-	52	53	133	99	44	-	-	15	18	38	78	107	44	-	35	78	48	-

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

ST. LOUIS, MO

MS. L. MEDLIN
ADT SECURITY SYSTEMS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	230	269	229	274	193	225	185	182	224	276	265	236	234	272	312	305	214	195	291	190
FIRST QUARTILE	201	241	201	241	173	201	168	163	191	241	221	221	201	241	271	281	191	178	241	163
MEDIAN	231	271	231	271	183	221	183	178	211	281	241	231	231	261	301	316	211	191	291	163
THIRD QUARTILE	241	291	261	291	201	241	201	201	251	291	301	261	251	301	338	338	241	211	338	201
NO. COMPANIES	31	18	27	28	20	33	23	26	16	14	21	10	28	36	39	9	40	25	20	4
NO. EMPLOYEES	108	24	143	101	334	322	150	62	35	19	32	20	190	291	208	77	72	148	145	11

SOUTHEAST MINNESOTA

MS. B. VOGELSANG
MANKATO STATE UNIVERSITY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	261	-	233	295	231	253	217	-	-	-	-	226	247	283	-	260	204	243	280	-
FIRST QUARTILE	231	-	211	251	183	221	201	-	-	-	-	211	221	251	-	211	183	221	241	-
MEDIAN	251	-	231	291	221	241	221	-	-	-	-	211	251	291	-	281	201	241	251	-
THIRD QUARTILE	281	-	251	338	271	291	231	-	-	-	-	231	271	316	-	301	231	261	301	-
NO. COMPANIES	6	-	10	10	9	9	6	-	-	-	-	6	8	10	-	3	6	4	4	-
NO. EMPLOYEES	12	-	47	45	52	122	137	-	-	-	-	42	30	58	-	13	20	60	19	-

SOUTHERN MINNESOTA

R. COLVIN
INTER'DST COOP. CTR. OF ST. PETER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	200	267	180	216	152	162	261	277	239	213	208	249	276	-	199	172	245	-
FIRST QUARTILE	-	-	183	231	158	183	138	143	143	221	201	168	191	241	241	-	163	158	221	-
MEDIAN	-	-	191	251	178	211	143	148	301	241	231	191	211	251	251	-	201	168	231	-
THIRD QUARTILE	-	-	221	291	183	241	158	178	338	316	291	231	211	271	301	-	221	178	261	-
NO. COMPANIES	-	-	11	14	9	11	8	6	5	9	9	6	11	16	12	-	12	6	9	-
NO. EMPLOYEES	-	-	58	26	44	49	38	17	14	11	11	18	23	58	24	-	17	60	49	-

WATERLOO-CEDAR FALLS, IA

W. ANDERSON
WATERLOO INDUSTRIES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	227	-	236	283	214	241	199	195	275	288	248	202	249	273	329	-	219	204	245	-
FIRST QUARTILE	201	-	211	261	191	211	183	163	231	261	221	173	221	241	301	-	201	191	211	-
MEDIAN	221	-	221	261	211	231	183	183	281	271	241	211	231	261	316	-	201	201	241	-
THIRD QUARTILE	241	-	261	316	231	261	221	221	301	291	261	221	291	291	363	-	231	201	261	-
NO. COMPANIES	10	-	14	12	14	14	6	7	7	9	12	9	13	16	13	-	15	6	9	-
NO. EMPLOYEES	24	-	83	34	128	144	30	11	25	11	20	30	100	83	56	-	54	91	39	-

WICHITA, KS

MS. M. F. ARNOLD
OLSTEN TEMPORARY SERVICES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	294	237	280	203	248	179	193	280	276	259	250	254	292	335	300	223	220	257	-
FIRST QUARTILE	211	281	211	241	183	231	148	173	291	241	211	183	231	271	291	251	201	201	221	-
MEDIAN	251	291	231	271	201	241	173	183	291	241	241	241	251	291	338	281	231	221	241	-
THIRD QUARTILE	271	316	261	316	221	271	201	211	291	316	271	301	281	316	363	338	241	231	271	-
NO. COMPANIES	11	8	19	20	14	15	8	12	8	7	14	7	16	20	20	7	18	14	8	-
NO. EMPLOYEES	32	10	159	97	174	182	27	35	33	10	26	16	211	219	100	17	23	172	35	-

ATLANTA, GA

SOUTHERN UNITED STATES

C. J. W. CRYSLER, C.A.M.
GULF INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	254	-	217	258	202	234	174	187	-	-	255	-	250	282	328	291	227	203	254	-
FIRST QUARTILE	231	-	201	241	191	221	163	168	-	-	221	-	231	251	291	251	191	183	221	-
MEDIAN	261	-	211	251	201	231	173	183	-	-	261	-	251	281	338	251	231	201	241	-
THIRD QUARTILE	281	-	231	281	221	251	183	201	-	-	281	-	271	301	363	316	261	221	281	-
NO. COMPANIES	14	-	10	13	13	12	13	14	-	-	10	-	13	15	16	5	19	11	8	-
NO. EMPLOYEES	55	-	134	205	457	239	79	44	-	-	23	-	147	159	97	10	25	108	85	-

BALTIMORE, MD

D. ZABEL
MARYLAND CUP CORP.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	299	231	270	198	239	205	198	311	246	299	-	247	293	339	287	236	216	278	247
FIRST QUARTILE	211	281	201	241	168	201	183	163	251	201	271	-	221	261	316	271	191	178	261	241
MEDIAN	241	316	211	261	191	231	211	191	316	231	291	-	251	291	338	291	241	221	271	251
THIRD QUARTILE	281	316	261	291	231	271	211	221	388	271	316	-	261	316	363	316	271	241	291	261
NO. COMPANIES	10	9	17	20	13	17	11	17	14	8	14	-	19	22	22	5	21	11	9	8
NO. EMPLOYEES	40	18	73	109	96	145	77	47	33	13	34	-	247	321	131	50	41	62	181	20

CHARLOTTE, NC

R. A. ROSEMAN
INGERSOLL-RAND CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	242	-	227	323	232	268	191	223	402	295	235	324	275	316	396	370	228	211	393	242
FIRST QUARTILE	231	-	201	281	201	221	158	183	426	251	201	316	231	261	363	316	201	191	388	191
MEDIAN	251	-	231	363	231	261	168	221	426	281	241	338	271	316	426	388	231	201	426	261
THIRD QUARTILE	251	-	251	363	251	316	191	231	426	363	261	363	291	388	426	426	261	231	426	281
NO. COMPANIES	12	-	26	32	20	24	10	18	20	12	20	9	26	34	36	7	32	12	15	9
NO. EMPLOYEES	50	-	139	1194	547	722	36	57	623	35	35	543	611	605	529	53	65	127	4996	19

CHATTANOOGA, TN

N. L. DICKERSON
TENNESSEE VALLEY AUTHORITY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	200	254	184	219	170	150	217	-	226	195	216	235	264	-	220	185	222	-
FIRST QUARTILE	-	-	178	211	168	191	148	135	173	-	178	178	191	201	211	-	191	168	191	-
MEDIAN	-	-	191	251	178	211	168	143	221	-	221	191	211	231	251	-	211	183	211	-
THIRD QUARTILE	-	-	221	281	201	241	183	153	241	-	251	211	231	271	301	-	251	201	241	-
NO. COMPANIES	-	-	10	13	11	11	7	7	4	-	11	7	10	12	10	-	11	8	9	-
NO. EMPLOYEES	-	-	46	43	180	133	53	49	12	-	25	151	63	74	31	-	19	70	90	-

COLUMBIA, SC

G. BAIL.
SC FARM BUREAU INS. CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	239	203	229	200	214	175	195	252	262	241	-	228	254	313	230	217	215	235	183
FIRST QUARTILE	-	211	191	201	178	191	158	158	191	211	221	-	201	221	261	221	183	183	201	173
MEDIAN	-	231	191	221	191	191	158	183	251	261	221	-	211	241	291	221	201	201	211	183
THIRD QUARTILE	-	261	211	261	211	221	183	221	281	291	271	-	251	271	363	231	231	241	251	183
NO. COMPANIES	-	4	18	21	18	22	10	20	17	16	22	-	13	26	26	5	25	16	14	4
NO. EMPLOYEES	-	12	97	97	443	540	91	69	44	28	54	-	238	273	125	25	55	175	498	18

DALLAS, TX

M. STEWART
REPUBLIC NATIONAL LIFE INS.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	289	320	231	325	226	293	194	203	236	307	289	296	289	303	364	335	245	232	257	246
FIRST QUARTILE	271	241	211	281	201	241	168	191	211	241	251	261	261	261	316	301	211	211	211	211
MEDIAN	291	316	211	316	221	281	201	201	211	291	281	301	291	301	363	338	241	231	241	241
THIRD QUARTILE	316	363	251	363	241	338	211	221	241	338	316	316	316	338	388	363	271	251	291	281
NO. COMPANIES	23	21	27	29	23	29	21	29	12	18	23	7	26	28	35	11	30	19	19	17
NO. EMPLOYEES	91	34	231	118	550	426	151	95	27	41	603	34	328	337	176	34	54	299	135	33

FORT WORTH, TX

DR. W. L. CRAMER, JR.
TOTAL ASSET PROTECTION, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	245	298	244	327	218	265	186	200	235	283	249	248	259	280	340	-	230	210	303	-
FIRST QUARTILE	211	231	221	281	183	221	158	168	211	211	201	211	221	231	301	-	201	173	251	-
MEDIAN	241	291	251	316	221	261	191	191	231	281	241	251	251	281	338	-	231	201	316	-
THIRD QUARTILE	281	363	281	388	251	301	211	221	261	338	291	261	291	316	363	-	241	241	363	-
NO. COMPANIES	13	9	20	21	15	18	9	18	10	11	11	8	22	25	19	-	23	17	8	-
NO. EMPLOYEES	42	14	114	96	190	109	46	44	18	15	21	100	272	220	90	-	46	121	95	-

GREATER KNOXVILLE, TN

MS. B. J. BROWN
THE UNIV. OF TENNESSEE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	219	-	212	226	212	-	157	153	177	-	239	172	179	227	274	-	205	163	344	-
FIRST QUARTILE	191	-	173	191	173	-	138	135	158	-	178	163	163	191	241	-	178	143	221	-
MEDIAN	201	-	211	221	183	-	153	143	163	-	221	173	168	201	261	-	191	153	426	-
THIRD QUARTILE	251	-	231	251	261	-	168	163	191	-	261	173	183	241	316	-	221	163	426	-
NO. COMPANIES	8	-	11	13	5	-	6	7	6	-	9	4	14	14	10	-	14	4	8	-
NO. EMPLOYEES	30	-	35	61	56	-	58	55	25	-	13	57	180	193	55	-	24	81	205	-

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

GREATER ORLANDO, FL

L. PACE
RED LOBSTER INNS OF AMERICA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	231	266	232	250	187	229	186	192	206	232	241	181	230	276	321	267	233	212	269	214
FIRST QUARTILE	201	231	201	211	168	191	158	173	178	201	221	163	211	251	271	251	201	178	191	191
MEDIAN	231	261	231	241	183	221	173	178	201	231	241	173	231	271	316	261	221	211	231	221
THIRD QUARTILE	251	281	261	281	211	251	211	211	221	251	261	191	251	301	363	281	281	241	388	241
NO. COMPANIES	21	13	23	29	20	24	43	18	20	16	21	8	24	30	28	7	30	16	10	12
NO. EMPLOYEES	112	42	325	369	370	268	230	72	69	42	72	200	524	529	181	16	83	373	147	29

GREENSBORO, NC

R. G. PENVOSE
IOWA NATIONAL MUTUAL INS.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	242	302	223	247	200	226	177	195	218	-	216	232	234	261	310	240	216	212	224	-
FIRST QUARTILE	221	261	191	221	183	201	163	163	191	-	191	211	211	231	281	221	191	191	201	-
MEDIAN	251	291	211	241	201	221	173	178	231	-	211	221	231	261	316	231	211	211	221	-
THIRD QUARTILE	261	338	261	281	221	241	191	201	241	-	221	251	261	281	338	251	241	231	231	-
NO. COMPANIES	10	5	16	18	16	18	9	10	9	-	10	6	16	22	21	4	20	12	11	-
NO. EMPLOYEES	68	30	182	167	332	475	70	42	52	-	71	24	254	271	166	20	40	114	94	-

GREENVILLE, SC

MS. J. ADAMS
MANPOWER TEMP. SERVICES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	290	208	-	-	-	-	164	-	-	-	-	-	-	318	-	215	226	221	-
FIRST QUARTILE	-	231	183	-	-	-	-	135	-	-	-	-	-	-	301	-	211	231	201	-
MEDIAN	-	291	221		-	-	-	158	-	-	-	-	-	-	338	-	211	241	211	-
THIRD QUARTILE	-	316	221	-	-	-	-	168	-	-	-	-	-	-	338	-	221	241	231	-
NO. COMPANIES	-	9	11	-	-	-	-	5	-	-	-	-	-	-	12	-	11	4	6	-
NO. EMPLOYEES	-	14	57	-	-	-	-	11	-	-	-	-	-	-	61	-	26	68	36	-

HAMPTON ROADS, VA

MS. E. G. BAILEY
NORFOLK PUBLIC SCHOOLS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	199	248	204	218	199	178	201	230	233	201	234	271	295	299	196	200	228	-
FIRST QUARTILE	-	-	173	221	163	191	173	148	173	211	211	191	173	231	251	261	168	173	191	-
MEDIAN	-	-	183	231	191	221	211	163	191	211	221	191	221	271	291	316	201	221	231	-
THIRD QUARTILE	-	-	231	281	221	231	211	191	211	221	241	221	271	291	316	316	221	221	241	-
NO. COMPANIES	-	-	12	14	14	17	6	12	8	9	10	5	15	15	17	3	16	8	7	-
NO. EMPLOYEES	-	-	68	62	131	156	19	32	27	14	12	23	67	109	69	11	37	37	24	-

HOUSTON, TX

G. LINGTON
P & S RICE MILLS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	290	-	288	338	277	317	236	226	-	317	327	310	314	346	411	419	269	263	417	278
FIRST QUARTILE	261	-	271	301	261	291	221	201	-	281	281	281	291	316	388	363	251	251	338	241
MEDIAN	291	-	281	316	271	316	241	211	-	291	316	281	316	338	388	426	261	251	426	261
THIRD QUARTILE	316	-	316	363	291	363	241	251	-	338	363	316	338	363	426	476	291	281	476	316
NO. COMPANIES	9	-	21	23	15	17	15	14	-	9	16	3	25	32	26	8	26	14	13	7
NO. EMPLOYEES	29	-	114	91	160	173	23	46	-	15	33	14	187	260	132	39	49	92	28	27

JACKSONVILLE, FL

M. G. PETERS
STOCKTON, WHATLEY, DAVIN & CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	215	262	226	266	211	258	182	191	236	277	267	213	234	263	328	293	210	193	237	190
FIRST QUARTILE	148	231	201	221	181	221	158	163	201	241	231	183	211	241	281	261	191	178	211	173
MEDIAN	201	251	231	261	201	251	178	173	241	281	251	211	221	251	316	291	201	191	221	178
THIRD QUARTILE	261	271	251	291	241	281	211	221	261	301	291	221	251	281	363	316	231	211	241	201
NO. COMPANIES	14	8	24	24	21	22	12	16	15	20	17	10	20	25	25	6	26	14	16	8
NO. EMPLOYEES	47	17	135	172	564	1015	109	49	72	33	38	25	304	418	134	38	57	113	191	14

LEXINGTON, KY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														MS. S. S. McHENRY ALEXANDER GRANT & CO.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	215	-	198	209	159	194	151	-	-	-	175	194	210	258	294	228	188	172	215	-
FIRST QUARTILE	201	-	163	178	143	168	138	-	-	-	153	148	173	221	251	201	178	148	168	-
MEDIAN	231	-	191	191	158	191	148		-	-	153	211	201	251	291	201	183	178	183	-
THIRD QUARTILE	231	-	231	231	173	201	148	-	-	-	191	231	221	271	338	231	191	178	241	-
NO. COMPANIES	5	-	8	10	6	6	5	-	-	-	5	3	6	10	8	4	12	5	4	-
NO. EMPLOYEES	20	-	73	47	55	116	42	-	-	-	15	14	77	54	25	12	30	23	74	-

LITTLE ROCK, AR

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														R. FLEMING RMF POLYGRAPH, INC.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	250	-	204	268	225	283	216	172	-	-	-	225	277	312	348	-	254	244	290	-
FIRST QUARTILE	211	-	178	231	178	221	191	135	-	-	-	173	231	261	281	-	183	231	211	-
MEDIAN	231	-	201	271	211	338	241	148	-	-	-	201	316	316	316	-	231	261	231	-
THIRD QUARTILE	316	-	221	281	291	338	241	191	-	-	-	261	316	363	476	-	338	271	291	-
NO. COMPANIES	11	-	9	8	8	10	9	8	-	-	-	6	6	10	9	-	11	8	8	-
NO. EMPLOYEES	34	-	50	55	85	330	106	24	-	-	-	96	67	116	43	-	17	117	64	-

LOUISVILLE, KY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														R.L. ZEHNDER CITIZEN'S FIDELITY				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	215	238	224	263	205	255	181	199	270	283	266	264	212	259	307	-	213	206	264	-
FIRST QUARTILE	183	201	191	231	183	231	163	163	168	241	231	231	178	231	271	-	178	191	221	-
MEDIAN	211	231	211	261	201	251	178	191	261	281	271	261	201	261	301	-	211	201	251	-
THIRD QUARTILE	241	251	251	291	231	281	191	221	316	316	301	281	231	281	338	-	241	221	301	-
NO. COMPANIES	12	6	22	24	16	15	10	17	8	13	22	7	21	28	25	-	25	11	11	-
NO. EMPLOYEES	61	15	122	153	598	358	25	53	12	23	41	19	202	244	109	-	37	110	141	-

NASHVILLE, TN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														M. BULGARINO KELLY SERVICES, INC.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	234	-	250	331	283	251	-	212	290	293	354	208	235	294	334	278	238	-	-	-
FIRST QUARTILE	221	-	191	221	191	201	-	191	281	221	241	178	191	251	281	251	178	-	-	-
MEDIAN	231	-	221	241	241	231	-	191	281	316	388	191	241	271	338	271	201	-	-	-
THIRD QUARTILE	231	-	241	476	388	251	-	221	338	316	388	221	261	316	338	291	231	-	-	-
NO. COMPANIES	7	-	8	8	6	6	-	8	8	5	6	5	8	9	9	3	7	-	-	-
NO. EMPLOYEES	28	-	28	28	56	43	-	21	39	30	12	14	218	148	49	11	18	-	-	-

OKLAHOMA CITY, OK

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														J. MERCER GENIE GIRLS				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	293	-	276	309	259	275	202	212	-	350	273	259	284	315	373	-	254	247	420	-
FIRST QUARTILE	271	-	211	231	211	231	153	183	-	261	241	201	251	291	316	-	211	201	338	-
MEDIAN	271	-	241	271	251	291	191	211	-	363	271	281	281	301	363	-	261	231	476	-
THIRD QUARTILE	316	-	316	363	316	301	231	231	-	426	291	301	291	338	476	-	301	316	476	-
NO. COMPANIES	10	-	17	18	12	15	14	14	-	10	10	7	16	17	13	-	20	9	8	-
NO. EMPLOYEES	34	-	82	86	145	217	57	49	-	11	31	105	200	238	43	-	33	89	147	-

RESEARCH TRIANGLE, NC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														E. CORBITT ACTION PLUS INC.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	216	265	201	268	228	261	183	203	212	251	263	217	226	268	304	309	218	186	255	227
FIRST QUARTILE	191	241	178	231	201	231	168	183	168	221	241	191	201	241	271	281	191	163	241	201
MEDIAN	211	261	191	251	231	261	183	191	191	241	261	191	221	261	301	301	211	178	261	221
THIRD QUARTILE	231	281	221	291	261	291	201	221	231	281	291	261	251	291	316	338	231	201	271	271
NO. COMPANIES	23	15	30	38	26	32	17	25	27	17	26	11	34	45	41	5	46	16	26	10
NO. EMPLOYEES	157	38	364	334	1531	880	210	146	181	22	82	186	1653	2212	688	13	163	266	748	45

RICHMOND, VA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														MRS. R. HANCE TEAMSTERS INS. FUND				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	246	276	241	262	215	243	186	191	220	230	226	192	262	248	282	286	230	206	250	216
FIRST QUARTILE	211	244	201	221	183	201	158	163	158	191	191	148	221	201	221	261	191	191	201	201
MEDIAN	231	271	241	251	221	231	191	178	211	191	221	173	261	221	261	291	221	191	241	201
THIRD QUARTILE	281	301	271	301	241	281	191	211	261	271	251	211	301	291	338	316	261	241	301	241
NO. COMPANIES	32	19	36	39	31	31	26	32	14	17	23	11	28	39	41	10	40	22	18	14
NO. EMPLOYEES	215	47	182	213	517	581	136	130	44	39	44	39	360	927	408	287	90	353	233	26

	WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

ROANOKE, VA

MRS. E. M. SPANGLER
SHENANDOAH LIFE INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	192	-	218	261	182	217	165	179	312	-	320	185	233	254	339	259	223	197	259	-
FIRST QUARTILE	178	-	178	221	163	183	153	168	281	-	241	168	191	221	281	231	201	168	201	-
MEDIAN	183	-	201	241	173	201	163	173	338	-	316	173	221	241	338	241	211	183	241	-
THIRD QUARTILE	201	-	241	271	183	231	173	183	363	-	388	191	261	261	426	291	241	221	301	-
NO. COMPANIES	5	-	8	13	8	13	3	7	5	-	7	5	10	12	13	3	13	6	7	-
NO. EMPLOYEES	11	-	30	46	109	122	26	15	14	-	16	59	76	167	50	22	16	19	57	-

SAN ANTONIO, TX

M. GARVIN
INA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	223	280	237	314	192	235	-	176	-	231	253	245	225	274	314	-	217	184	317	-
FIRST QUARTILE	201	251	201	241	168	211	-	158	-	178	221	191	191	241	241	-	201	178	301	-
MEDIAN	211	271	231	281	178	231	-	168	-	221	241	221	221	261	316	-	211	178	316	-
THIRD QUARTILE	261	316	261	363	211	261	-	178	-	241	271	291	231	301	363	-	241	183	338	-
NO. COMPANIES	3	5	10	9	9	10	-	9	-	6	9	7	8	10	11	-	12	9	5	-
NO. EMPLOYEES	13	14	54	36	201	110	-	59	-	13	14	31	211	138	90	-	42	67	469	-

TULSA, OK

MS. G. LUTZ
QUANAH CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	249	-	241	291	229	272	-	190	-	-	284	209	258	288	352	-	245	217	245	-
FIRST QUARTILE	231	-	231	251	211	251	-	168	-	-	251	201	251	261	316	-	211	211	211	-
MEDIAN	241	-	241	281	231	271	-	183	-	-	281	201	261	281	338	-	231	221	231	-
THIRD QUARTILE	261	-	251	316	241	301	-	201	-	-	316	211	271	301	388	-	251	221	271	-
NO. COMPANIES	8	-	10	10	4	6	-	5	-	-	9	3	7	10	10	-	11	4	6	-
NO. EMPLOYEES	16	-	42	38	38	57	-	17	-	-	13	30	82	46	41	-	16	27	17	-

WASHINGTON, DC

MS. C. McGOWAN
FOX & COMPANY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	293	340	266	349	270	309	274	229	247	-	310	-	272	313	373	317	248	242	265	-
FIRST QUARTILE	271	291	241	316	231	2[illegible]	221	201	201	-	261	-	261	291	338	211	231	191	231	-
MEDIAN	291	338	261	316	291	30[illegible]	316	221	231	-	316	-	271	301	388	338	251	251	251	-
THIRD QUARTILE	316	363	291	388	291	338	316	261	291	-	338	-	271	338	426	388	271	271	291	-
NO. COMPANIES	15	9	13	12	12	11	10	15	8	-	9	-	12	17	20	6	18	7	4	-
NO. EMPLOYEES	28	13	83	77	60	61	39	33	24	-	12	-	228	215	99	25	22	23	15	-

WINSTON-SALEM, NC

R. SMITH
AMS WINSTON SALEM CHAPTER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	231	256	-	322	243	321	223	244	214	277	305	198	258	288	372	-	-	312	330	-
FIRST QUARTILE	191	231	-	241	191	211	158	173	168	231	231	178	191	231	271	-	-	241	241	-
MEDIAN	221	231	-	271	221	338	168	191	221	241	261	211	221	261	363	-	-	338	338	-
THIRD QUARTILE	251	261	-	426	251	426	316	388	2[illegible]	316	388	211	338	301	476	-	-	363	426	-
NO. COMPANIES	8	5	-	16	14	15	4	6	7	10	12	3	14	17	14	-	-	8	11	-
NO. EMPLOYEES	53	31	-	73	133	185	26	14	24	25	26	26	331	411	102	-	-	38	61	-

BAKERSFIELD, CA

WESTERN UNITED STATES

H. WYGANT
MORRIS PLAN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	244	313	234	296	214	-	304	-	281	-	286	324	366	-	261	219	-	-
FIRST QUARTILE	-	-	211	261	211	251	201	-	251	-	231	-	261	261	316	-	211	211	-	-
MEDIAN	-	-	231	281	221	281	221	-	316	-	251	-	281	316	338	-	241	221	-	-
THIRD QUARTILE	-	-	261	338	251	316	221	-	338	-	316	-	301	338	388	-	271	241	-	-
NO. COMPANIES	-	-	7	13	10	9	4	-	4	-	4	-	8	10	9	-	9	4	-	-
NO. EMPLOYEES	-	-	76	98	64	52	15	-	17	-	12	-	49	45	22	-	11	14	-	-

BOISE, ID

MS. V. K. SIPP
J. R. SIMPLOT CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	283	216	257	208	239	186	191	-	-	246	244	217	251	319	248	211	209	231	-
FIRST QUARTILE	231	271	201	231	191	221	168	173	-	-	231	231	201	231	291	211	191	191	211	-
MEDIAN	241	291	221	251	201	231	183	191	-	-	241	241	211	251	316	241	211	201	231	-
THIRD QUARTILE	251	301	231	271	211	261	201	201	-	-	261	261	241	271	363	271	221	211	251	-
NO. COMPANIES	11	7	15	18	16	15	15	16	-	-	13	8	13	20	17	7	18	10	5	-
NO. EMPLOYEES	72	18	272	208	300	412	106	50	-	-	144	132	350	650	223	93	92	116	102	-

COLORADO SPRINGS, CO

MS. C. L. SHAFFER
MARSHALL GROUP

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	238	-	226	291	222	241	177	213	233	245	271	207	248	285	331	247	213	211	231	-
FIRST QUARTILE	211	-	201	251	201	211	168	178	183	191	251	183	231	261	301	211	191	183	201	-
MEDIAN	231	-	221	291	221	241	173	201	241	241	261	201	251	281	338	231	211	211	221	-
THIRD QUARTILE	271	-	241	316	241	271	178	231	281	271	291	231	271	316	363	281	251	231	271	-
NO. COMPANIES	16	-	17	19	17	19	10	18	15	14	14	12	17	23	25	8	24	9	14	-
NO. EMPLOYEES	45	-	48	87	189	168	42	24	67	24	25	79	192	248	112	14	34	91	119	-

DENVER, CO

DR. D. F. HOGGAN
UNIVERSITY OF WYOMING

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	236	-	241	-	-	261	204	-	-	-	-	-	259	323	-	-	-	-	-	-
FIRST QUARTILE	231	-	231	-	-	231	183	-	-	-	-	-	231	301	-	-	-	-	-	-
MEDIAN	241	-	231	-	-	251	191	-	-	-	-	-	251	338	-	-	-	-	-	-
THIRD QUARTILE	241	-	251	-	-	291	211	-	-	-	-	-	261	338	-	-	-	-	-	-
NO. COMPANIES	5	-	5	-	-	4	5	-	-	-	-	-	7	9	-	-	-	-	-	-
NO. EMPLOYEES	57	-	10	-	-	24	16	-	-	-	-	-	40	37	-	-	-	-	-	-

EL PASO, TX

C. M. GONZALEZ
U.T.E.P.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	191	190	207	228	190	225	-	143	181	190	-	199	182	191	292	-	178	183	234	-
FIRST QUARTILE	138	148	201	211	158	173	-	138	163	168	-	178	168	178	201	-	158	168	201	-
MEDIAN	153	148	201	241	178	183	-	142	173	173	-	201	173	183	261	-	168	183	231	-
THIRD QUARTILE	241	231	221	241	211	231	-	143	191	201	-	201	197	201	316	-	178	191	241	-
NO. COMPANIES	7	10	14	11	11	8	-	11	10	11	-	6	14	9	9	-	11	3	6	-
NO. EMPLOYEES	14	22	100	85	66	42	-	38	68	54	-	23	69	46	12	-	35	11	23	-

EUGENE, OR

MS. R. EDWARDS
EUGENE WATER & ELECTRIC BOARD

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	281	-	280	327	204	243	-	-	-	289	-	271	280	249	302	-	255	266	341	-
FIRST QUARTILE	231	-	221	271	178	221	-	-	-	221	-	201	211	221	281	-	201	241	281	-
MEDIAN	271	-	271	301	191	241	-	-	-	291	-	291	301	241	301	-	231	291	316	-
THIRD QUARTILE	301	-	301	363	231	251	-	-	-	338	-	338	316	251	316	-	281	291	426	-
NO. COMPANIES	8	-	14	20	11	16	-	-	-	9	-	6	11	15	18	-	17	4	11	-
NO. EMPLOYEES	19	-	44	46	186	185	-	-	-	12	-	13	21	182	170	-	21	10	25	-

MODESTO, CA

R. CARR
MERCHANTS REFRIGERATING CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	270	-	258	286	237	250	192	210	282	292	281	227	273	322	395	345	235	229	235	-
FIRST QUARTILE	231	-	211	251	211	221	163	191	221	221	231	211	241	291	316	316	211	191	201	-
MEDIAN	271	-	231	281	231	241	191	201	271	251	271	231	271	316	388	338	221	211	231	-
THIRD QUARTILE	291	-	291	301	261	281	201	221	301	363	301	231	301	363	476	363	251	251	261	-
NO. COMPANIES	7	-	16	13	12	12	9	8	7	11	11	8	8	11	16	4	17	9	13	-
NO. EMPLOYEES	27	-	99	73	70	152	23	14	13	24	15	24	278	95	57	20	63	66	213	-

PHOENIX, AZ

G. W. KIRSTEN
MARSH & McLENNAN - MICA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	241	267	216	271	203	236	184	206	289	283	277	237	252	277	337	304	215	213	262	215
FIRST QUARTILE	221	231	201	251	178	221	163	178	231	231	241	221	221	251	301	281	201	201	241	178
MEDIAN	231	271	211	261	201	231	183	211	281	271	271	231	241	271	338	301	211	211	251	201
THIRD QUARTILE	251	281	231	281	221	251	201	221	316	316	316	251	271	301	363	338	221	221	281	231
NO. COMPANIES	24	16	33	39	28	37	15	25	21	16	29	13	29	39	38	7	43	21	21	11
NO. EMPLOYEES	131	77	282	570	553	806	53	115	175	35	132	1068	820	998	288	102	129	767	450	19

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WORD PROCESSING OPERATOR	LEAD WORD PROCESSING OPERATOR	ACCOUNTING CLERK LEVEL B	ACCOUNTING CLERK - LEVEL A	GENERAL CLERK - LEVEL B	GENERAL CLERK - LEVEL A	FILE CLERK	MAIL CLERK	SHIPPING/RECEIVING CLERK	PURCHASING CLERK	PAYROLL CLERK	CASHIER	SECRETARY - LEVEL B	SECRETARY - LEVEL A	EXECUTIVE SECRETARY/ ADMINISTRATIVE ASST.	LEGAL SECRETARY	SWITCHBOARD OPERATOR/RECEPTIONIST	CLERK TYPIST	CUSTOMER SERVICE REPRESENTATIVE	PHOTOCOPY MACHINE OPERATOR

PORTLAND, OR

MS. S. R. WRIGHT
PORTLAND WILLAMETTE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	248	312	285	298	224	267	199	225	275	294	298	225	265	301	368	-	252	255	265	-
FIRST QUARTILE	221	241	231	251	191	231	168	183	241	261	251	211	231	271	316	-	221	221	231	-
MEDIAN	241	281	271	291	211	261	191	211	271	281	281	221	261	301	363	-	241	241	251	-
THIRD QUARTILE	271	338	338	316	241	291	221	241	301	301	316	241	281	316	426	-	291	281	271	-
NO. COMPANIES	21	16	32	40	30	36	19	24	17	15	30	9	27	33	33	-	44	17	18	-
NO. EMPLOYEES	59	23	140	138	370	418	141	76	30	31	53	453	328	310	133	-	77	188	284	-

PUEBLO, CO

MS. J. ALCON
WEICKER MOVING AND STORAGE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	-	322	207	239	-	276	-	-	-	-	-	-	490	-	-	227	-	-
FIRST QUARTILE	-	-	-	281	191	221	-	251	-	-	-	-	-	-	426	-	-	211	-	-
MEDIAN	-	-	-	316	201	241	-	271	-	-	-	-	-	-	476	-	-	221	-	-
THIRD QUARTILE	-	-	-	363	211	261	-	301	-	-	-	-	-	-	476	-	-	251	-	-
NO. COMPANIES	-	-	-	5	4	5	-	3	-	-	-	-	-	-	3	-	-	3	-	-
NO. EMPLOYEES	-	-	-	35	167	254	-	289	-	-	-	-	-	-	17	-	-	434	-	-

SALEM AREA, OR

G. EHLERS
CH2M HILL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	255	260	250	295	196	237	198	236	295	310	239	206	241	246	297	-	231	203	283	197
FIRST QUARTILE	231	241	221	271	178	211	178	221	281	241	221	173	221	221	271	-	201	178	201	178
MEDIAN	251	251	241	301	191	231	191	241	301	301	241	201	241	251	301	-	231	191	221	191
THIRD QUARTILE	281	281	271	301	211	251	221	251	301	363	251	221	251	251	316	-	251	221	388	221
NO. COMPANIES	9	5	17	21	12	17	6	8	8	16	15	10	10	15	19	-	17	6	10	4
NO. EMPLOYEES	194	78	240	243	709	1079	459	167	126	34	892	76	922	906	1782	-	66	460	40	407

SALT LAKE CITY, UT

E. VEGA
NORTHWEST PIPELINE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	232	-	231	262	-	235	202	202	232	311	281	181	243	265	325	321	214	208	208	-
FIRST QUARTILE	211	-	201	231	-	221	163	178	173	271	241	163	221	241	301	338	183	191	168	-
MEDIAN	231	-	241	281	-	241	221	191	221	316	291	168	251	261	338	338	201	221	191	-
THIRD QUARTILE	241	-	251	281	-	241	221	231	271	316	291	191	261	291	338	338	251	221	221	-
NO. COMPANIES	10	-	15	14	-	12	9	11	12	9	13	8	16	13	16	4	12	10	7	-
NO. EMPLOYEES	69	-	173	222	-	472	110	63	64	27	65	105	969	724	299	68	30	254	132	-

SAN FRANCISCO, CA

MS. N. WILLIAMS
REDI INVESTMENT

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	348	405	301	351	272	286	232	240	286	-	322	-	343	339	407	416	281	249	332	-
FIRST QUARTILE	261	363	261	301	241	251	191	201	201	-	291	-	291	301	363	388	231	211	291	-
MEDIAN	363	388	291	338	251	261	231	231	301	-	316	-	338	316	426	426	281	241	316	-
THIRD QUARTILE	426	426	338	388	301	316	261	271	316	-	338	-	388	363	426	426	316	271	363	-
NO. COMPANIES	29	14	25	31	18	25	17	25	10	-	13	-	23	31	36	11	33	15	11	-
NO. EMPLOYEES	106	22	82	89	176	187	63	72	15	-	21	-	97	169	136	145	61	73	161	-

SAN JOSE, CA

MS. B. TOOHEY
JR. ACHIEVEMENT OF S.C. CTY, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	284	353	284	310	264	290	190	217	304	305	-	-	289	345	382	-	253	231	292	-
FIRST QUARTILE	221	316	241	281	221	261	178	191	261	261	-	-	251	316	338	-	201	221	251	-
MEDIAN	271	338	271	316	251	281	191	201	316	301	-	-	271	338	388	-	251	231	271	-
THIRD QUARTILE	338	363	338	338	281	316	201	221	316	316	-	-	316	363	426	-	291	241	316	-
NO. COMPANIES	7	6	11	14	11	14	7	11	7	6	-	-	13	10	13	-	11	4	10	-
NO. EMPLOYEES	32	15	81	66	80	100	12	48	24	13	-	-	177	173	96	-	26	28	174	-

SEATTLE, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														TRAVELERS		R. L. SHEPARD INSURANCE CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	277	331	254	305	229	261	200	213	280	269	286	229	284	326	377	330	246	210	292	239
FIRST QUARTILE	251	316	221	271	191	231	163	183	211	221	261	201	261	301	338	301	211	191	251	201
MEDIAN	281	338	261	291	231	271	191	211	261	251	281	221	281	316	388	338	241	211	291	231
THIRD QUARTILE	301	338	271	338	261	291	211	231	338	316	301	241	301	338	426	363	281	221	338	271
NO. COMPANIES	27	19	35	37	28	31	16	22	16	12	21	11	25	32	42	7	38	9	18	10
NO. EMPLOYEES	90	34	107	108	319	652	85	117	33	14	47	93	289	377	209	26	54	58	346	12

SPOKANE, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															R. M. GLEASON LeMASTER & DANIELS			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	303	265	228	326	199	293	205	-	-	-	-	194	276	282	383	-	215	219	281	-
FIRST QUARTILE	231	211	201	251	173	178	168	-	-	-	-	143	241	241	301	-	153	135	231	-
MEDIAN	251	271	221	301	191	211	191	-		-	-	201	261	261	363	-	201	221	261	-
THIRD QUARTILE	316	281	261	388	231	501	201	-	-	-	-	221	301	316	501	-	241	241	301	-
NO. COMPANIES	8	6	17	20	12	15	10	-	-	-	-	9	14	15	17	-	17	10	9	-
NO. EMPLOYEES	16	15	29	47	48	118	19	-	-	-	-	70	56	60	51	-	21	74	41	-

STOCKTON, CA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															W. E. PLUMB PLUMB & ASSOCIATES			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	271	-	256	306	246	263	214	257	291	279	303	214	265	285	379	336	232	211	250	-
FIRST QUARTILE	211	-	221	251	211	221	168	191	221	221	281	201	231	241	301	281	201	183	211	-
MEDIAN	241	-	251	291	251	251	201	251	251	251	291	201	261	271	363	338	221	201	231	-
THIRD QUARTILE	291	-	291	338	291	316	231	261	316	316	338	221	291	338	501	363	271	231	281	-
NO. COMPANIES	13	-	25	29	19	26	17	12	9	18	13	10	17	23	22	4	22	12	13	-
NO. EMPLOYEES	21	-	94	70	154	120	34	19	17	27	18	67	193	130	64	12	50	41	115	-

TACOMA, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															MS. J. KIRKEGAARD UNITED WAY OF PIERCE COUNTY			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	297	-	291	344	235	293	-	221	395	-	289	-	277	309	341	-	247	263	279	-
FIRST QUARTILE	271	-	231	271	231	271	-	191	251	-	281	-	261	261	271	-	231	251	211	-
MEDIAN	281	-	261	301	241	301	-	221	476	-	291	-	271	316	316	-	241	251	241	-
THIRD QUARTILE	316	-	388	476	251	338	-	261	476	-	291	-	291	363	426	-	251	281	363	-
NO. COMPANIES	6	-	7	8	8	9	-	5	5	-	7	-	7	8	7	-	9	3	6	-
NO. EMPLOYEES	45	-	51	44	107	110	-	10	21	-	13	-	30	59	51	-	39	58	110	-

CHAPTER SALARY SURVEYS

CONDUCTED ON DIFFERENT DATES THAN THE AMS SURVEY

MONTREAL, PQ — **Rates Effective October, 1982** — **Montreal Chapter, AMS / Montreal Board of Trade**

Job Category	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Average	311	312	286	407	262	345	250	–	–	–	355	–	320	363	–	–	275	260	–	–
First Quartile	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Median	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Third Quartile	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
No. Companies	15	52	65	99	108	272	156	–	–	–	84	–	109	917	–	–	174	132	–	–
No. Employees	64	182	992	714	2,025	9,633	1,239	–	–	–	168	–	1,171	114	–	–	1,117	869	–	–

TORONTO, ON — **Rates Effective September, 1982** — **Toronto Chapter, AMS / Toronto Board of Trade**

Job Category	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Average	307	–	–	–	253	353	246	229	–	–	322	–	285	361	–	–	269	255	–	–
First Quartile	280	–	–	–	220	310	205	200	–	–	310	–	255	320	–	–	255	225	–	–
Median	310	–	–	–	250	350	240	225	–	–	330	–	285	360	–	–	270	255	–	–
Third Quartile	330	–	–	–	285	380	290	250	–	–	340	–	300	390	–	–	285	285	–	–
No. Companies	304	–	–	–	606	761	298	427	–	–	494	–	94	826	–	–	803	308	–	–
No. Employees	1,358	–	–	–	6,424	8,706	1,492	1,029	–	–	2,263	–	612	5,160	–	–	2,331	1,967	–	–

LOS ANGELES, CA* — **Rates Effective July, 1982** — **Ms. Laraine Engle / Merchants & Manufacturers Assn.**

Job Category	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Average	–	305	361	343	298	486	550	278	323	301	346	386	–	238	233	265	260	261	–	–
First Quartile	–	261	319	305	261	439	500	250	289	270	300	336	–	196	202	227	230	232	–	–
Median	–	294	355	337	283	488	534	276	315	292	337	385	–	234	217	255	257	260	–	–
Third Quartile	–	345	404	371	320	529	578	301	347	325	385	431	–	256	255	292	285	285	–	–
No. Companies	–	70	51	137	121	33	16	92	88	80	163	164	–	26	30	68	69	38	–	–
No. Employees	–	320	267	524	1,068	71	32	407	333	1,225	3,569	2,809	–	229	173	688	108	404	–	–

*This information has been supplied by the Merchants and Manufacturers Association.

BEST AVAILABLE COPY

ANNOUNCING REVISED MANUAL

A Wage and Salary Program Without a Consultant?

YES! The newly revised **"How to Install and Administer a Wage and Salary Program"** from AMS is the small- and medium-sized firm's answer to establishing an equitable wage and salary program **without a consultant.** This step-by-step manual leads you through the necessary procedures commonly used by many companies to establish a pay structure and fair rates for jobs.

With the manual, a firm's own human resources manager or department can implement a sound wage and salary program that will **comply with current government compensation regulations.**

The manual has been **completely revised** by Robert A. Paynter, manager of compensation planning, The Coca-Cola Company, Atlanta, to reflect new concerns in wage and salary programs. The manual updates and expands many of the original chapters. In addition, a new chapter offers principles of performance appraisal and merit increase programs, and there is a discussion of the comparable worth issue.

The manual highlights:

- benefits of installing a wage and salary program
- step-by-step procedures
- job description, evaluation, rating
- how to take meaningful salary surveys
- how to administer and update the program
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